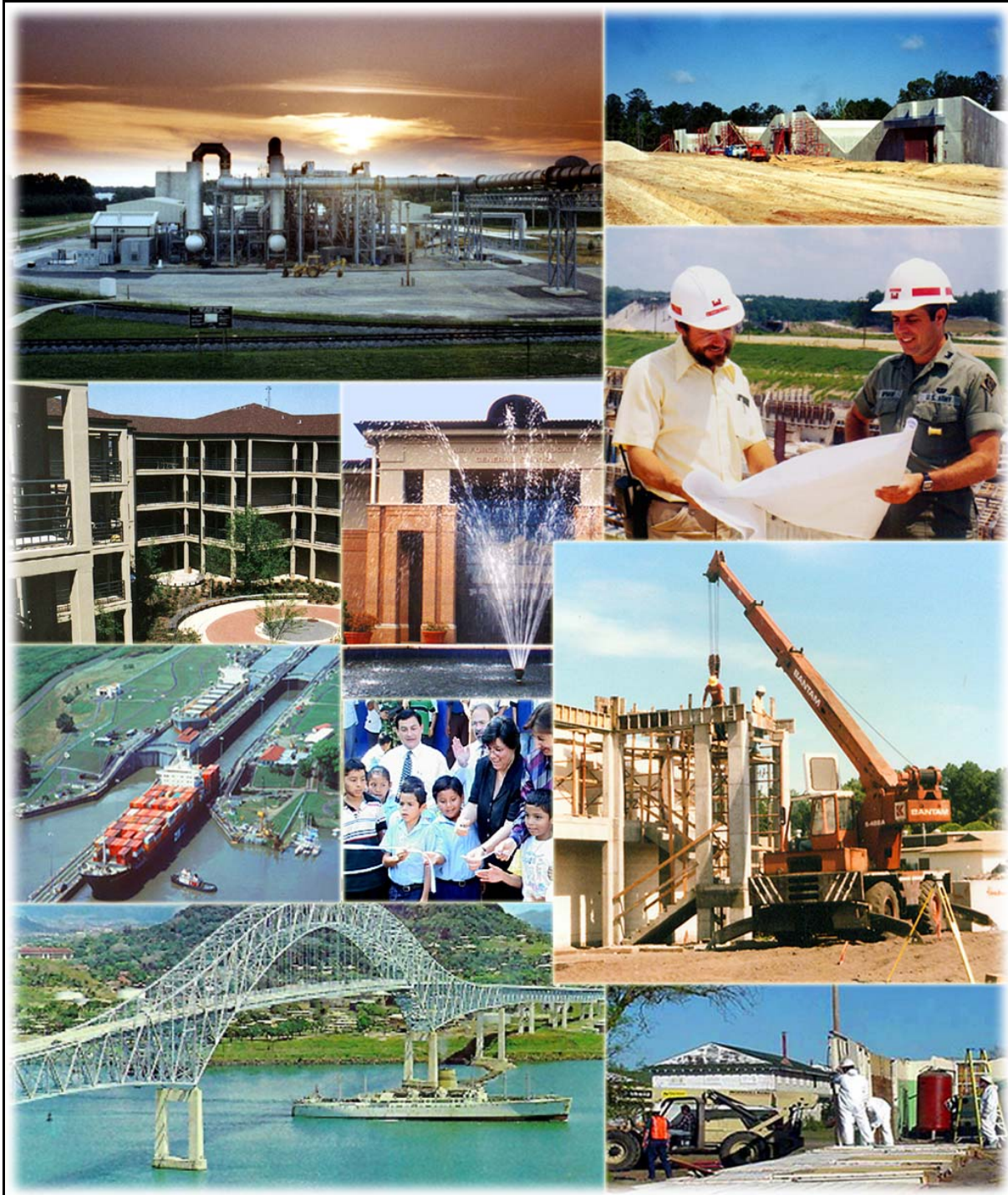




US Army Corps  
of Engineers

# FY04 MILITARY PROGRAMS CUSTOMER SATISFACTION SURVEY



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# USACE Organization Symbols<sup>1</sup>

Division	Division Name	District	District Name
LRD	Great Lakes/Ohio River	LRB	Buffalo
		LRC	Chicago
		LRE	Detroit
		LRH	Huntington
		LRL	Louisville
		LRN	Nashville
		LRP	Pittsburgh
MVD	Mississippi Valley	MVK	Vickburg
		MVM	Memphis
		MVN	New Orleans
		MVP	St Paul
		MVR	Rock Island
NAD	North Atlantic	MVS	St Louis
		NAB	Baltimore
		NAE	New England
		NAN	New York
		NAO	Norfolk
		NAP	Philadelphia
NWD	North West	NAU	Europe
		NWK	Kansas City
		NWO	Omaha
		NWP	Portland
		NWS	Seattle
POD	Pacific Ocean	NWW	Walla Walla
		POA	Alaska
		POF	Far East
		POH	Honolulu
SAD	South Atlantic	POJ	Japan
		SAC	Charleston
		SAJ	Jacksonville
		SAM	Mobile
		SAS	Savannah
SPD	South Pacific	SAW	Wilmington
		SPA	Albuquerque
		SPK	Sacramento
		SPL	Los Angeles
SWD	South West	SPN	San Francisco
		SWF	Fort Worth
		SWG	Galveston
		SWL	Little Rock
TAC	TransAtlantic Prog Ctr	SWT	Tulsa
		HQ	HeadQuarters

<sup>1</sup> Organizations participating in FY04 Survey highlighted

## **EXECUTIVE SUMMARY**

The tenth Annual Military Programs Customer Satisfaction Survey has been completed. A total of 626 customers participated in the FY04 survey. Army customers comprise the largest proportion of the FY04 sample at 42 percent followed by Air Force (31%), 'Other DoD' (18%) and IIS (9%). Over half (56%) of USACE customers selected construction services as their primary category of services; 17 percent selected environmental services, nine percent selected real estate, six percent O&M and 13 percent selected 'Other' areas of service.

The majority of responses (66 percent or more) were positive for the eleven general performance questions. The three most highly rated items in this year's survey were 'Treats You as a Team Member' rated positively by 88 percent of respondents; 'Seeks Your Requirements' (83%) and 'Displays Flexibility' rated high by 82 percent. The indices that elicited the most negative responses were 'Provides Timely Services' and 'Reasonable Costs' at ten percent each and 'Keeps You Informed' and 'Would be Your Choice for Future Services' at nine percent each. Two of the more critical items in the survey as 'bottom line' indicators of customer satisfaction are 'Would be Your Choice for Future Services' and 'Your Overall Level of Customer Satisfaction'. With respect to the first, 76 percent of customers in the sample indicated the Corps would be their choice in the future. Conversely, a total of 9 % responded USACE would NOT be their choice for future projects and 15% were non-committal. For customers' overall level of satisfaction 79% responded positively, 8% negatively and 13% fell in the mid-range category. The noncommittal customers represent a critical subgroup of customers deserving attention. These customers may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps organization serving them. On the positive side, regarding 'Overall Satisfaction', the proportion of low and noncommittal customers is lower than in the previous FY.

The proportion of high ratings for the specific services items ranged from 69 to 86 percent. The top three most highly rated items were 'Environmental Compliance (86% high ratings), 'Construction Quality' (84%), and 'End-User Satisfaction' (83%). This is the second year these services have been the highest rated. The specific services that received the lowest ratings were 'Timely Construction' at 13 percent low ratings, and 'Real Estate' and 'Warranty Support' each rated low by ten percent of respondents. These three areas of service were the lowest rated last year as well. Furthermore, 'Warranty Support' has been among the lowest rated since the inception of the survey in FY95.

Several analyses were conducted to zero in on specific customer subgroups that might be more or less satisfied than others so that management efforts may directly target the source of good or poor performance. Statistical and graphic comparative analyses were conducted to examine ratings by customer group (Air Force, Army, IIS & Other DoD),

primary work category (Construction, Environmental, O&M, Real Estate, & Other) and ratings by MSC<sup>2</sup>.

The results of the analysis of ratings for the four major customer groups revealed that IIS customers are uniformly the most satisfied among the four customer groups followed by 'Other DoD' and Air Force. Army customers are consistently the least satisfied. Statistically significant differences were found in the areas: 'Project Documents', 'Engineering Design', 'Construction Quality', 'Timely Construction', 'Construction Turnover', 'Warranty Support', and 'Maintainability'. In every case ratings provided by the Army customer group were statistically significantly lower than one or more of the other three groups.

A very clear pattern also emerges in the comparisons to detect differences among the five primary work categories. In every case O&M or Construction customer ratings were lower than Environmental, Real Estate and/or 'Other'<sup>3</sup> customers. Environmental customers were consistently the most satisfied of all; O&M the least satisfied.

The trend analysis tracks the past eight-years<sup>4</sup> in customers' assessment of Corps performance. The analysis juxtaposes the trend in Air Force vs. Army vs. Other customer ratings over time where the 'Other' groups represents the IIS and 'Other DoD' responses combined. Results show that in general, there has been a gradual upward trend over the previous eight years of the survey for all customer groups. That is, for almost every indicator, customer satisfaction has improved since 1997. Ratings for all groups show a drop in FY03 but seem to be recovering in FY04.

Army customers' ratings display relatively stable trends, moving upward in a very consistent pattern over the first six years then showing a slight decline in FY03 (with the exception of 'Funds Mgmt'). There is a small downward spike in 'Warranty Support' in FY03. Note that Army customers' ratings are particularly low in this area already. In summary, although Army customers began as the least satisfied customer group, they are slowly but steadily becoming more satisfied with Corps services.

An unusual pattern is apparent among most satisfaction indicators for Air Force customers. The overall trends in customer ratings are difficult to definitively characterize. No survey item displays a consistent pattern (increasing/decreasing/stable) over time. Customer ratings for most items display a three-year cyclic pattern where ratings rise over the course of three years then drop significantly and begin to rise again. This pattern has occurred for two cycles over the FY97-99 and FY00-02 periods. It appears to be occurring for a third cycle as ratings fell in FY03 followed by apparent recovery in FY04. If rates increase in FY05, this will complete the third repetition of the three-year cyclic pattern. Therefore, the declines in ratings occurred in

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<sup>2</sup> The results of this analysis are not included in this report.

<sup>3</sup> Customers that checked the 'Other' area of services wrote services such as 'Project management', 'Design', 'Planning' or a combination of the listed service areas.

<sup>4</sup> Ratings were calculated by weighting responses by organization. Customer organization data was not available for the first two years of the survey (FY95-96).



FY97, FY00 and FY03. An explanation should be sought for the three-year cycling of ratings. Although in the aggregate Air Force Customers are as well or more satisfied than Army, during the low point in their cycle, they are notably less satisfied.

The pattern of ratings for the 'Other' customers is comparable to Army customers except that in FY00 ratings fell noticeably for almost all items. And there were more erratic or indeterminate trends in 'Other' customers' ratings over time. This may be explained by the fact that the composition of the IIS customer base is more variable. The decline in FY03 ratings for 'Other' customers is very slight compared to Air Force and Army. The exception is in the area of 'Funds Mgmt' where the decline was more noticeable. In summary mean ratings for 'Other' customers began and remain consistently higher than Air Force and Army ratings.

There were very few areas of services that display declining ratings during the most recent fiscal years. The only exceptions are 'Timely Construction' and 'PM Forward' for Air Force customers and 'Construction Turnover' for Army. Areas of service that have been problematic in the past include 'Real Estate' and 'Warranty Support'. The first because of the erratic pattern of ratings varying from high to very low over time which may imply inconsistent delivery of services. This applies only to Air Force and 'Other' customers. 'Warranty Support' has been one of the more poorly rated specific service areas. It has shown no measurable improvement since FY98. This area of service is rated lowest by Army customers at well below a mean of 4.0.

Survey participants were given the opportunity to explain their rating of each item and to provide general comments. An extremely large proportion of respondents (71%) submitted comments. Of these, 203 (46%) made overall favorable comments; 82 (18%) made negative comments and 135 (30%) customers' comments contained mixed information (positive and negative project details). The two most frequently cited positive comments were 'Compliments to individuals/staff' (147 customers) and 'Overall good job' (84 customers). The two most frequent negative comments concerned 'Keeping You Informed' (52 customers) and 'Timely Service' (47 customers). The other areas of services that received a large number of comments concern 'Reasonable Costs' (39 customers), 'Timely Construction' (33), 'Engineering Design' (32) and 'Manages Effectively' (32). Two complaints that have continued to emerge as problem areas concern the quality or management of AE services and understaffing in the field/Districts. Two areas of financial management received a fairly large number of complaints. They were 'Cost Accountability', especially in the area of Real Estate services and 'Cost Estimating' (design & mods).



## **§1. INTRODUCTION**

### **§1.1 BACKGROUND**

On 21 November 1994, LTG Williams issued a memorandum to all District and Division components directing them to perform a customer satisfaction survey of all their military and civil works customers as part of the USACE Customer Service Initiative. This initiative supports the Corps' goal of close customer/partner coordination and was in accordance with Executive Order 12826 which required all federal agencies to develop a customer service plan and service standards. Executive Order 12826 (FY95) also required agencies to survey their customers annually for three years to verify the extent to which these standards are being met. HQUSACE has decided to continue the customer survey process beyond the requisite three-year period for customers managed by the Military Programs Directorate.

HQUSACE is the coordinating office for the Corps' survey. An e-mail memorandum from CEMP-MP to all Major Subordinate Commands<sup>5</sup>, in October 2004, contained general instructions for administration of the FY04 military customer survey. All districts were again instructed to include IIS customers in this year's survey. Each District was required to develop a plan to identify the organizations and individuals to be surveyed, a procedure to inform customers of the purpose and process of the survey. Each district is responsible for integrating the survey process into ongoing management activities involving the District and its customers. Districts were instructed to survey installation level customers and Headquarters was to survey their command level equivalents. Individual components were encouraged to perform their own analyses and take action as necessary in response to customer feedback.

### **§1.2. SURVEY METHODOLOGY**

As last year, the survey instrument was posted on the Corps of Engineers Headquarters Military Programs Directorate Homepage. Each military and IIS customer was sent an e-mail memo containing a URL link to the survey and was given instructions on completing the survey.

The standardized military customer survey instrument consists of two sections. The first section contains customer demographic information (name, customer organization, DoD Command, and primary category of services received). Section two contains 34 satisfaction questions in a structured response format in which customer satisfaction is measured on a 5-point Likert scale from 'Very Low' (1) to 'Very High' (5). The survey instrument was modified this year to replace the 'Importance' items<sup>6</sup> with a blank 'explanation' field for each item. Questions 1-12

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<sup>5</sup> TransAtlantic Center also participates in the Military Programs Survey and is included in this analysis.

<sup>6</sup> For each service rated, customers had been asked to rate the level of importance of the particular service.

are of a general nature such as quality and cost of services and several measures of relationship dynamics. Items 12-34 assess specific services such as engineering design, environmental services, and construction services. The final portion of the survey solicits general customer comments. A copy of the survey instrument is found in Appendix A or may be viewed by cutting and pasting the following link into your web browser:

<https://ppdscivil.usace.army.mil/hecsurv/survfrm.asp> .

## **§2. RESULTS OF FY04 SURVEY**

### **§2.1 CUSTOMER DEMOGRAPHICS**

A total of 626 customers participated in the FY04 survey. The corps-wide response rate was 57.4% for an estimated sampling error of +/- 3%. Note that response rates varied greatly among districts, ranging from a low of 22% for Los Angeles and Albuquerque Districts to as high as 100% for Norfolk and Alaska Districts. The districts having the larger populations of Military Program customers saw response rates in the 40-50% range. All data summary tables in this report show only the number of valid responses for each survey item i.e., the percentage of responses of all participants who answered the question. Since customers can leave certain fields blank or select 'NA', the totals for each item summary may not be the same as the total number of survey participants.

USACE customers may be categorized by their organization: Army, Air Force, 'Other DoD' agencies and IIS<sup>7</sup> customers. The 'Other DoD' category includes the following customers: US Navy, US Marine Corps, DLA, Joint Commands, USMILGP's, etc. IIS customers include organizations such as EPA, USGS, FBI, DOE, BOP, State agencies, etc.

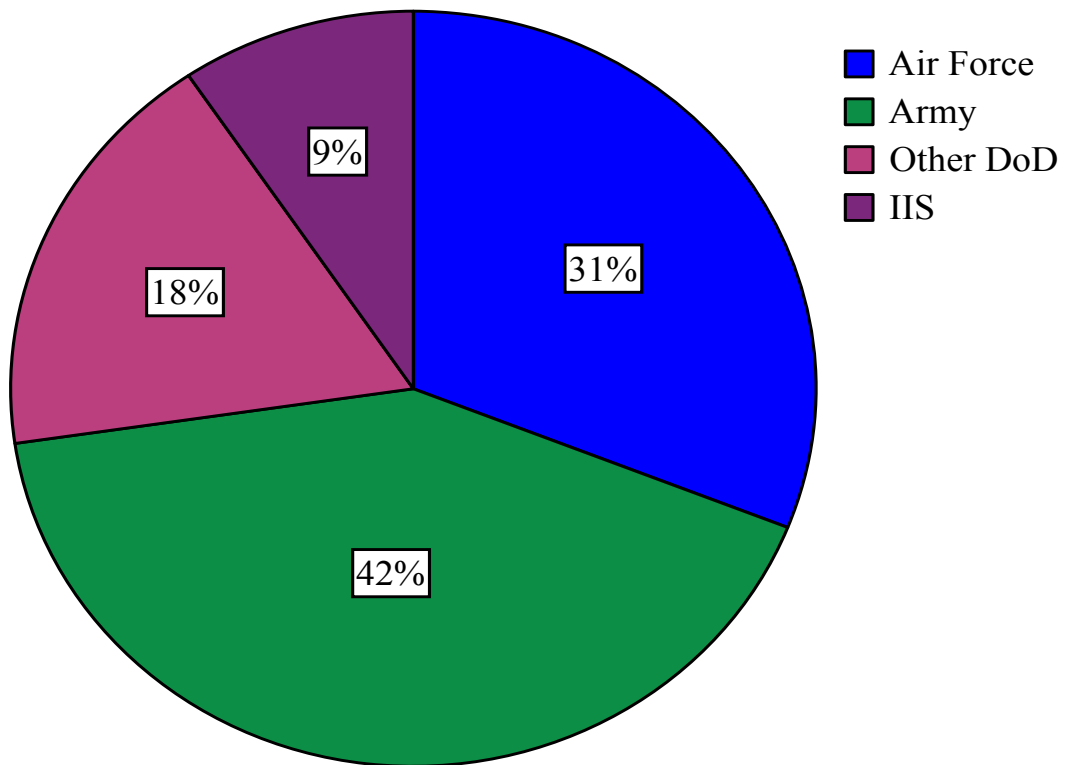
Army customers comprise the largest proportion of the FY04 sample at 42 percent followed by Air Force (31%), 'Other DoD' (18%) and IIS (9%). Customers were asked to identify their DoD Command. Air Force customers could select from five categories: ACC, AETC, AFMC, AMC and 'AF-Other'. The greatest number of Air Force customers fall under AETC (48 customers) and ACC (41 customers). The commands specified by the 64 customers who selected 'AF-Other' included PACAF, AFSPC and AFRC. Army customers could select from the eight IMA organizations based on geographic locations plus the Army Reserves. The greatest number of Army customers work under IMA Southeast and Northeast (40 customers each), followed by IMA Southwest (30) and IMA Pacific (21). The vast majority of FY04 Army customers fell into the 'Army-Other' category. The commands specified by the 83 customers who selected 'Army-Other' consisted of Army National Guard, MEDCOM, AMC and many others. There were a total of 21 Marine Corps customers and 17 Navy customers. Customers who selected 'Other DoD' specified organizations such as DLA, MDA, DODEA, DeCA, DISA, NDU and others. Joint Command customers included those from SOUTHCOM, SOCOM, EUCOM and MEPCOM. To view details of customer organizations listed under the various 'Other' categories see Appendix B tables B1-B4. A complete listing of specific customer organizations is provided in Appendix B, Table B-6.

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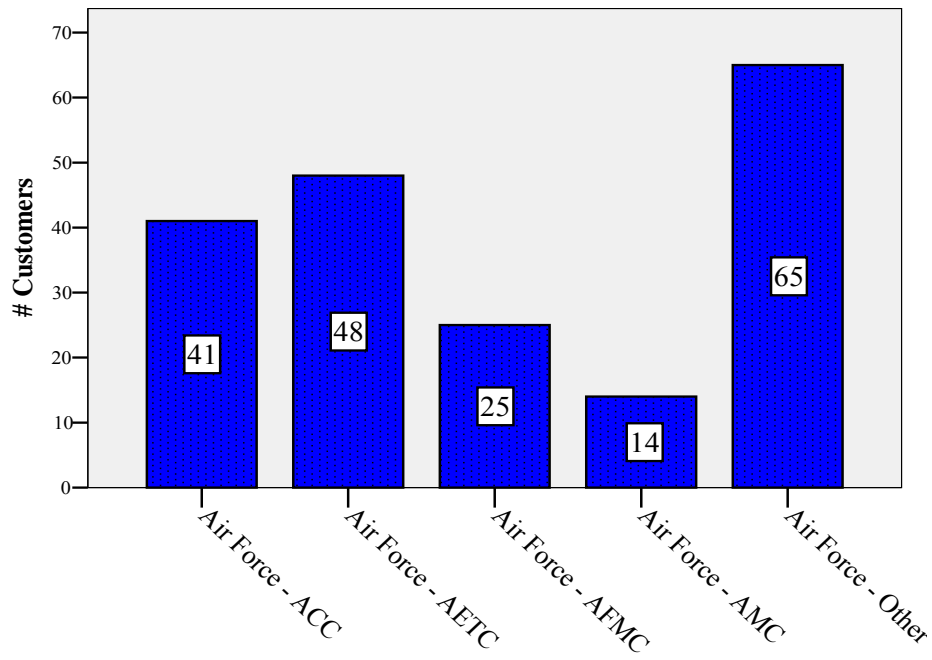
<sup>7</sup> Formerly known as Support for Others defined as Non-DoD & 100% reimbursable services

**Table 1: Customer Groups**

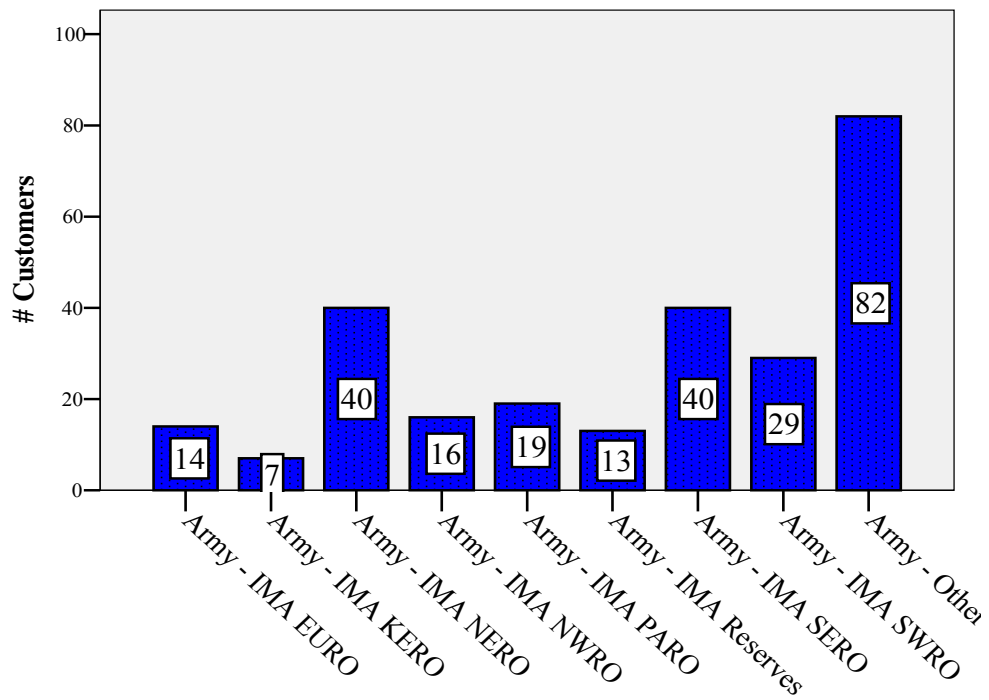
<u>Customer Group</u>	<u>#</u>	<u>%</u>
Air Force	194	31.0
Army	261	41.7
Other DoD	112	17.9
IIS	59	9.4
Total	626	100.0



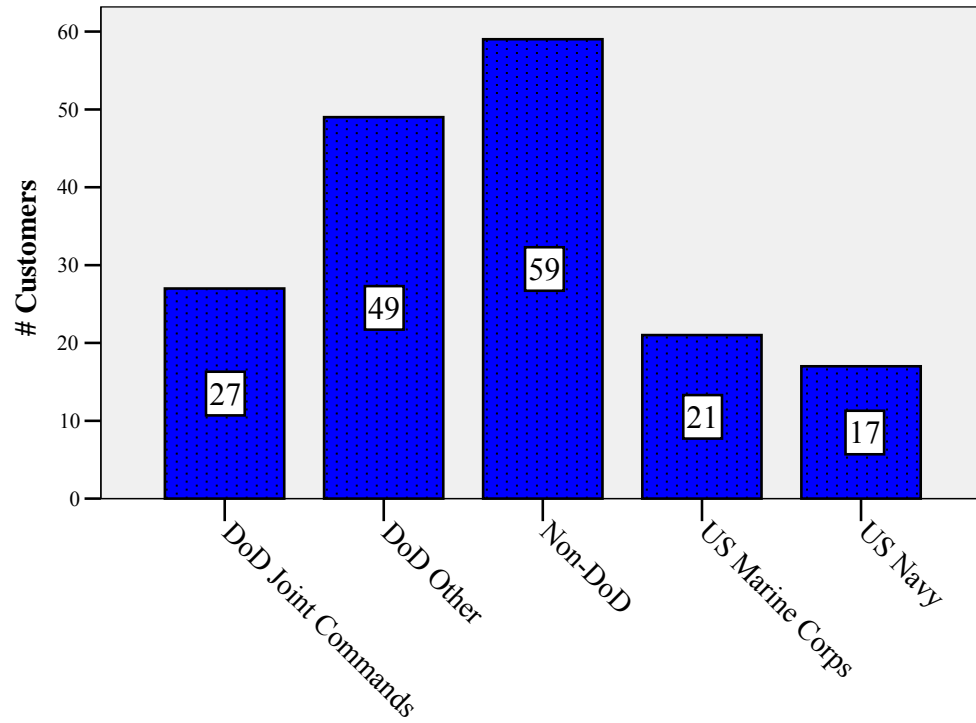
**Figure 1: Customer Groups FY04**



**Figure 2: Air Force Commands**



**Figure 3: Army Commands**



**Figure 4: Other Commands**

**Table 2: DoD Commands FY04**

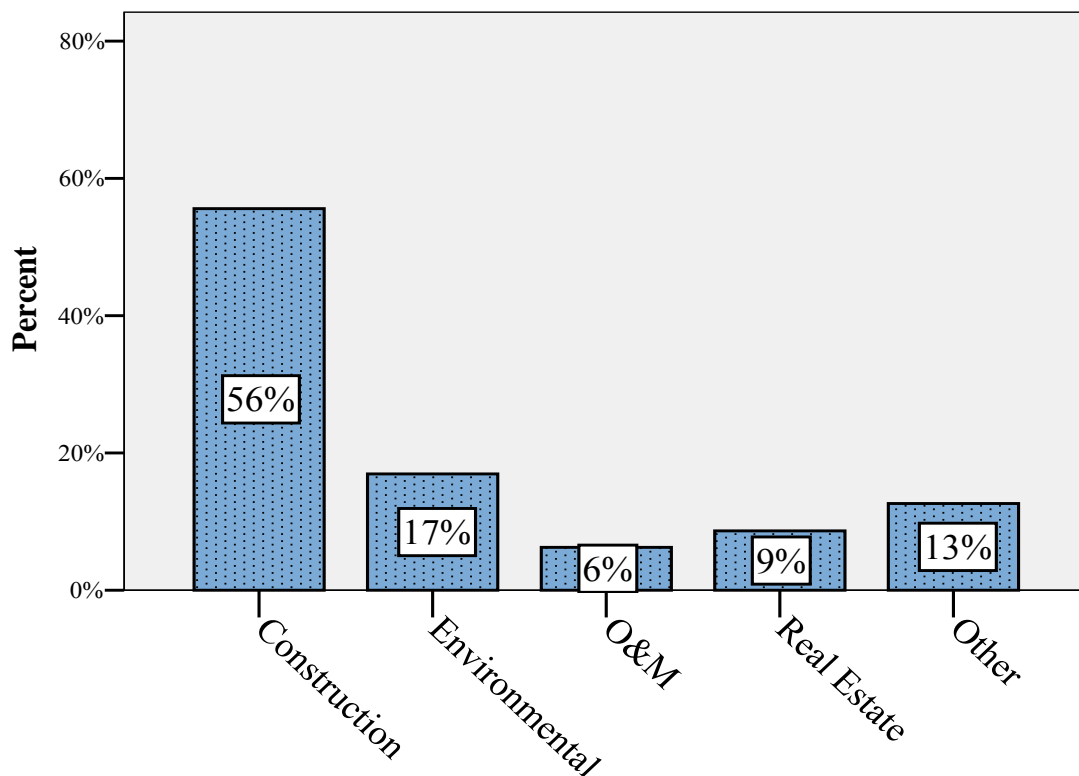
<u>Command</u>	<u>#</u>	<u>%</u>
Air Force - ACC	41	6.5
Air Force - AETC	48	7.7
Air Force - AFMC	25	4.0
Air Force - AMC	14	2.2
Air Force - Other	65	10.4
Army - IMA Europe (EURO)	14	2.2
Army - IMA Korea (KERO)	7	1.1
Army - IMA Northeast (NERO)	40	6.4
Army - IMA Northwest (NWRO)	16	2.6
Army - IMA Pacific (PARO)	19	3.0
Army - IMA Reserves	13	2.1
Army - IMA Southeast (SERO)	40	6.4
Army - IMA Southwest (SWRO)	29	4.6
Army - Other	82	13.1
DoD Joint Commands	27	4.3
DoD Other	49	7.8
US Marine Corps	21	3.4
US Navy	17	2.7
Non-DoD (IIS)	59	9.4
Total	626	100.0



Customers were asked to identify the primary category of service they received from the Corps organization they rated. Over half (56%) of USACE customers rated Construction services; 17 percent rated Environmental services, nine percent rated Real Estate, six percent O&M and 13 percent rated 'Other' areas of service. Customers that checked the 'Other' area of services wrote services such as 'Design and construction', 'Project management', 'Design', 'Planning' or a combination of the listed service areas. The complete list of 'Other' work categories is found in Appendix B Table B-5.

**Table 3: Primary Category of Work**

<u>Primary Work Category</u>	<u>#</u>	<u>%</u>
Construction	348	55.6
Environmental	106	16.9
O&M	39	6.2
Real Estate	54	8.6
Other	79	12.6
Total	626	100.0



**Figure 5: Primary Category of Work**

The survey included 21 of the 22 Districts who serve military customers<sup>8</sup>, TransAtlantic Center and HQUSACE. In addition a very small number of customers from non-Military Districts were included in the FY04 survey. These districts work within seven Corps Divisions. The greatest proportion of responses was received from customers served by North Atlantic and Pacific Ocean Divisions (19% each), and South Atlantic Division at 18 percent. Mobile and Alaska Districts had the greatest number of valid responses (90 and 59 customers respectively).

**Table 4: Corps Divisions**

<u>Division</u>	<u>#</u>	<u>%</u>
LRD	46	7.6
NAD	115	19.1
NWD	91	15.1
POD	112	18.6
SAD	111	18.4
SPD	47	7.8
SWD	81	13.4
Total	603	100.0

**Table 5: Corps Districts**

<u>District</u>	<u>#</u>	<u>%</u>	-	<u>District</u>	<u>#</u>	<u>%</u>
LRE	1	0.2		POJ	25	4.0
LRL	45	7.2		SAJ	1	0.2
NAB	32	5.1		SAM	90	14.4
NAN	18	2.9		SAS	20	3.2
NAO	29	4.6		SPA	7	1.1
NAP	1	0.2		SPL	10	1.6
NAE	7	1.1		SPK	30	4.8
NAU	28	4.5		SWF	39	6.2
NWK	7	1.1		SWL	7	1.1
NWO	42	6.7		SWT	35	5.6
NWS	42	6.7		HQ	2	0.3
POA	59	9.4		TAC	21	3.4
POF	13	2.1		Total	626	100.0
POH	15	2.4				

<sup>8</sup> NAP also serves a small number of military customers but had zero responses to its survey this year.

## **§2.2 GENERAL SATISFACTION ITEMS**

The statistical analysis of customer satisfaction ratings was conducted differently from previous years in that all responses are weighted by customer organization for each district. For example, there are 3 customer responses from California ARNG for Sacramento District. Each response is given an equal weight of 0.333. *I.e.* the assigned weight is equal to the inverse of the number of responses from an organization. In previous years each customer responses was given equal weight. The weighting scheme essentially treats the organization as the customer instead of individuals. Throughout the report, items totals will be 388 or less even though the total number of respondents was 626.

The general satisfaction indicators address customer relationship dynamics and general characteristics of services (such as quality, cost & timeliness). Respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High.' All but one general satisfaction item received a median score of '4' ('High'). Item 3: 'Treats Customer as a Team Member' had a median score of '5' ('Very High'). For purposes of the following discussion, response categories 1 ('Very Low') and 2 ('Low') will be collapsed and referred to as the 'Low' category representing negative responses. Similarly, categories 4 ('High') and 5 ('Very High') will be collapsed and designated the 'High' category, representing positive responses. A score of '3' may be interpreted as mid-range, average or noncommittal. The following table depicts Corps-wide organizational responses to the eleven general satisfaction indicators. The first column beneath each rating category represents the number of valid responses *i.e.*, the number of responses to each the question excluding 'N/A' and non-responses; the second column (%) shows the percentage of valid responses.

The majority of responses (66 percent or more) were positive for all eleven general performance questions. The three most highly rated items in this year's survey were 'Treats You as a Team Member' rated positively by 88 percent of responding organizations; 'Seeks Your Requirements' (83%) and 'Displays Flexibility' rated high by 82 percent. The indices that elicited the most negative responses were 'Provides Timely Services' and 'Reasonable Costs' at ten percent each and 'Keeps You Informed' and 'Would be Your Choice for Future Services' at nine percent each.

Two of the more critical items in the survey as 'bottom line' indicators of customer satisfaction are Items 10: 'Would be Your Choice for Future Services' and Item 11: 'Your Overall Level of Customer Satisfaction'. With respect to Item 10, 76 percent of customers in the sample indicated the Corps would be their choice in the future. Conversely, a total of 9 % responded USACE would NOT be their choice for future projects and 15% were non-committal. For customers' overall level of satisfaction 79% responded positively, 8% negatively and 13% fell in the mid-range category. It is worthwhile to note that the noncommittal customers represent a critical subgroup of customers deserving attention. These customers may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps organization

serving them. Furthermore, regarding ‘Overall Satisfaction’, the proportion of low and noncommittal customers is lower than in the previous FY.

**Table 6: General Satisfaction Items**

General Items	Low		Mid-range		High		Total	
	#	%	#	%	#	%	#	%
S1 Seeks Your Requirements	20	5.2	45	11.7	318	83.0	383	100.0
S2 Manages Effectively	29	7.5	60	15.5	298	77.0	387	100.0
S3 Treats You as a Team Member	20	5.2	27	7.0	340	87.9	387	100.0
S4 Resolves Your Concerns	30	7.7	48	12.4	310	79.9	388	100.0
S5 Timely Service	37	9.6	73	18.9	277	71.6	387	100.0
S6 Quality Product	22	5.7	47	12.2	315	82.0	384	100.0
S7 Reasonable Costs	36	9.8	88	23.9	244	66.3	368	100.0
S8 Displays Flexibility	25	6.5	45	11.7	314	81.8	384	100.0
S9 Keeps You Informed	33	8.5	47	12.2	306	79.3	386	100.0
S10 Your Future Choice	32	8.5	57	15.2	287	76.3	376	100.0
S11 Overall Satisfaction	30	7.8	50	13.0	304	79.2	384	100.0

Green: Highest Rated

Red: Lowest Rated

### **§2.3 SPECIFIC SERVICES ITEMS**

Items 12 through 34 of the Military Customer Survey solicit customers' opinions concerning 23 specific services and products. Again respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High.' All specific services items received a median score of '4'. All ratings were weighted by customer organization.

Again, for discussion purposes, we will collapse ratings into 'Low', 'Mid-range' and 'High' categories. The percentages represent the proportions of valid responses, i.e., the percentage of responses of all participants who answered the question. The detailed responses to these 23 indicators (before collapsing categories) are displayed in Table C-2 of Appendix C. A large number of customers left one or more items blank in this section. The average percentage of non-response was 53 percent of the sample. The proportion of the sample who did not rate a specific service ranged from as low as 19 percent on Item 18: 'Project Management Services' to a high of 91 percent on Item 16: 'BRAC'. Extremely low response rates were also found for 'Privatization Support' and 'IS Checkbook Services'.

The proportion of high ratings for the specific services items ranged from 69 to 86 percent. The top three most highly rated items were 'Environmental Compliance' (86% high ratings), 'Construction Quality' (84%), and 'End-User Satisfaction' (83%). This is the second year these services have been the highest rated.

The specific services that received the lowest ratings were 'Timely Construction' at 13 percent low ratings, and 'Real Estate' and 'Warranty Support' each rated low by ten percent of respondents. These three areas of service were the lowest rated last years as well. Furthermore, 'Warranty Support' has been among the lowest rated since the inception of the survey in FY95.

**Table 7: Specific Services Items**

	#	%	#	%	#	%	#	%
S12. Planning	7	4.1	35	20.5	129	75.4	171	100.0
S13. Studies	12	8.1	20	13.5	116	78.4	148	100.0
S14. Environmental Studies	9	6.1	17	11.6	121	82.3	147	100.0
S15. Environmental Compliance	6	4.5	13	9.7	115	85.8	134	100.0
S16. BRAC	2	4.8	9	21.4	31	73.8	42	100.0
S17. Real Estate	13	9.6	22	16.3	100	74.1	135	100.0
S18. Project Management	22	6.9	40	12.6	256	80.5	318	100.0
S19. Project Documentation	8	3.9	34	16.7	162	79.4	204	100.0
S20. Funds Management	20	7.8	42	16.3	196	76.0	258	100.0
S21. A/E Contracts	12	4.9	36	14.8	195	80.2	243	100.0
S22. Engineering Design	17	6.5	46	17.6	199	76.0	262	100.0
S23. Job Order Contracts	9	7.6	18	15.1	92	77.3	119	100.0
S24. Construction Quality	11	4.1	33	12.3	225	83.6	269	100.0
S25. Timely Construction	34	12.8	49	18.4	183	68.8	266	100.0
S26. Construction Turnover	19	8.0	34	14.3	185	77.7	238	100.0
S27. Warranty Support	20	9.6	43	20.7	145	69.7	208	100.0
S28. End-user Satisfaction	10	3.9	35	13.6	213	82.6	258	100.0
S29. Maintainability	7	3.1	35	15.6	183	81.3	225	100.0
S30. Privatization Support	3	7.7	7	17.9	29	74.4	39	100.0
S31. IS Checkbook	2	5.1	7	17.9	30	76.9	39	100.0
S32. PM Forward	5	4.7	15	14.0	87	81.3	107	100.0
S33. S & R	15	5.8	43	16.5	202	77.7	260	100.0
S34. S & A	17	7.0	36	14.8	190	78.2	243	100.0

Green: Highest Rated

Red: Lowest Rated

## §2.4 CUSTOMER COMMENTS

The survey was revised this year to include a blank ‘explanation field beside each survey item. In addition, customers were still given the opportunity to provide general comments or suggestions for improvement of Corps’ services at the end of the survey. A total of 445 (71%) customers submitted comments. Of these, 203 (46%) made overall favorable comments; 82 (18%) made negative comments, 135 (30%) customers’ comments contained mixed information (positive and negative statements) and 25 (6%) respondents’ comments were purely informational in nature, neither positive nor negative. The two most frequently cited positive comments were ‘Compliments to individuals/staff’ (147 customers) and ‘Overall good job’ (84 customers). The two most frequent negative comments concerned ‘Keeping You Informed’ (52 customers) and ‘Timely Service’ (47 customers). The other areas of services that received a large number of comments concern ‘Reasonable Costs’ (39 customers), ‘Timely Construction’ (33), ‘Engineering Design’ (32) and ‘Manages Effectively’ (32). Two complaints that have continued to emerge as problem areas concern the quality or management of AE services and understaffing in the field/Districts. Two areas of financial management received a number of complaints (16 customers each). They were ‘Cost Accountability’, especially in the area of Real Estate services and Cost estimating (design & mods). The top two most frequently cited comments (positive and negative) were the same as last year. A summary of all comments is shown below. Note that the total number of comments exceeds 445 as most customers mentioned several issues. The reader will notice a much greater variety and number of specific negative comments. This is because survey participants were asked to provide explanations of any ratings they gave below ‘3’.

**Table 8: Summary of Customer Comments**

<b>Negative Comments by Service Area</b>	<b>#</b>
S1 Seeks Your Requirements	9
S2 Manages Effectively	32
S3 Treats You as a Team Member	14
S4 Resolves Your Concerns	25
S5 Timely Service	47
S6 Quality Product	16
S7 Reasonable Costs	39
S8 Displays Flexibility	12
S9 Keeps You Informed	52
S10 Your Future Choice	25
S11 Overall Satisfaction	22



<b><u>Negative Comments by Service Area</u></b>	<b><u>#</u></b>
S12. Planning	4
S13. Studies	8
S14. Environmental Studies	10
S15. Environmental Compliance	5
S16. BRAC	0
S17. Real Estate	24
S18. Project Management	14
S19. Project Documentation	5
S20. Funds Management	22
S21. A/E Contracts	21
S22. Engineering Design	32
S23. Job Order Contracts	11
S24. Construction Quality	16
S25. Timely Construction	33
S26. Construction Turnover	20
S27. Warranty Support	22
S28. End-user Satisfaction	6
S29. Maintainability	7
S30. Privatization Support	1
S31. IS Checkbook	2
S32. PM Forward	1
S33. Value of S & R	13
S34. Value of S & A	12
TOTAL	582

<b><u>Specific/Additional Negative Comments</u></b>	<b><u>#</u></b>
Staffing (Adequacy)	22
AE Liability/Accountability, AE oversight)	18
Cost Accountability (esp RE)	16
Cost estimating (initial & mods)	16
QAQC (Especially Design)	13
Staff Changes/Continuity	13
Project Mods (Exec/Admin)	12
Understanding base overall mission/requirements	12
Contracting Support	11
Cost/Time Growth	11
Will use alternative in future (NAVFAC, AFCEE, AFCESA, AEC, Local AE, GSA)	10
Project Closeout/ Punchlist Resolution	9
HQ COE/DOD Policy Effects on Product Delivery (esp. CT requirements)	9

<b><u>Specific/Additional Negative Comments</u></b>	<b><u>#</u></b>
Execution of Small Jobs (<1M)	9
Not Innovative/Proactive	8
HVAC Systems	8
One Door to Corps (Quality varies by district)	8
Design review	8
Coordination between COE & AE/Base/NAVFAC	8
SDBA/8A/Hubzone Contracts	7
Year-End Support	7
OH too high	7
Problem Resolution	6
Design Deficiencies	6
Quality of RFPs / SOWs	6
No COE Accountability	6
As-Builts	5
Not Compliant w Army/DoD design criteria	5
1354's slow	5
Not treated as important customer	5
COE Staff/Individuals	4
Design-Builds	4
Roof Leaks	4
Projects required too much customer involvement	4
No value added in COE Mgmt/Adm of projects	4
Customer Focus	3
In-House Coordination/Communication	3
Technical Expertise (Engin/Medical)	3
In-House Design	3
Architecture/Landscaping	3
No contact w PM	3
Responsiveness to requests	3
Market COE capabilities	3
Inadequate AE capacity	3
Provide more detailed design drawings	3
COE more \$\$ & slower than Others (NAVFAC/AFCEE/AE)	3
Failure to correct design deficiencies	3
Consistent Product Quality	2
Environmental Support	2
Fire Alarm Systems	2
MATOC's	2
Master Planning	2

<b><u>Specific/Additional Negative Comments</u></b>	<b><u>#</u></b>
Huntsville support	2
MCA too slow	2
Deliver reports in electronic format	2
Resident/Area Office Support	1
Decline in Services	1
Legal Support	1
5-Year Rule	1
1391's too costly	1
Engineering support	1
Not Compliant w AF Dirtkicker criteria	1
Expertise in security systems	1
ERDC support	1
HAP projects	1
Quality no longer worth the cost	1
Will use alternative for design work	1
In-house technical expertise gone	1
Focus maintainability on end-user	1
O&M Support	1
Provide O&M manuals	1
Problems since PM Forward removed	1
Use standard designs to minimize costs	1
Electrical work	1
1391 is info, not design criteria	1
Give Resident Office design review & other authority	1
Use of Dr Checks	1
TOTAL	380

<b><u>Positive Comments by Service Area</u></b>	<b><u>#</u></b>
S1 Seeks Your Requirements	20
S2 Manages Effectively	18
S3 Treats You as a Team Member	15
S4 Resolves Your Concerns	11
S5 Timely Service	28
S6 Quality Product	16
S7 Reasonable Costs	10
S8 Displays Flexibility	19
S9 Keeps You Informed	32
S10 Your Future Choice	44
S11 Overall Satisfaction	84

<b><u>Positive Comments by Service Area</u></b>	<b><u>#</u></b>
S12. Planning	3
S13. Studies	6
S14. Environmental Studies	8
S15. Environmental Compliance	3
S16. BRAC	0
S17. Real Estate	21
S18. Project Management	34
S19. Project Documentation	7
S20. Funds Management	6
S21. A/E Contracts	15
S22. Engineering Design	16
S23. Job Order Contracts	2
S24. Construction Quality	17
S25. Timely Construction	5
S26. Construction Turnover	5
S27. Warranty Support	8
S28. End-user Satisfaction	9
S29. Maintainability	3
S30. Privatization Support	1
S31. IS Checkbook	2
S32. PM Forward	14
S33. Value of S & R	7
S34. Value of S & A	4
TOTAL	493

<b><u>Specific/Additional Positive Comments</u></b>	<b><u>#</u></b>
COE Staff/Individuals	147
Resident/Area Office Support	35
Professionalism / Technical Expertise	29
Improvement in Services	28
Responsiveness	12
Environmental support	11
Construction Services	9
Flexible/Innovative/Proactive	7
Customer Focus	5
Environmental Support	4
Contracting Support	4
Problem Resolution	4
QAQC/Oversight Construction	4

<b><u>Specific/Additional Positive Comments</u></b>	<b><u>#</u></b>
Good response to quick turn=around project	3
1391'1	3
Charrettes	2
Safety Emphasis	2
Legal Support	2
COE services are valued	2
O&M services	2
GIS services	2
Can Do' attitude	2
Design-Builds	1
Master Planning	1
Future work depends on good QAQC Services	1
Support Services' (Electrical Power plant, small projects)	1
TERC contract	1
Medical support	1
Engineering services	1
Archaeology services	1
Within budget	1
MATOC	1
Cost estimating	1
Coordination between COE, AE & base	1
TOTAL	331

### **§3.0 Comparison of Ratings by Customer Subgroups**

Several analyses were conducted to zero in on specific customer subgroups that might be more or less satisfied than others so that management efforts may directly target the source of good or poor performance. This data provides managers a more in-depth context in which to evaluate customer ratings individually and in the aggregate.

Comparative analyses were conducted to examine ratings by major customer group (Air Force, Army, IIS & Other DoD), primary work category (Construction, Environmental, O&M, Real Estate, & Other) and ratings by MSC<sup>9</sup>.

#### **§3.1 Ratings by Customer Group**

The objective of the first analysis is to compare customer satisfaction ratings for the four major customer groups: Air Force, Army, Other DoD and IIS customers for the current year. Statistical and graphic comparisons were performed to detect any differences among the four customer groups for all satisfaction indicators and to determine whether any of these differences are statistically significant. A very consistent pattern is apparent. IIS customers are uniformly the most satisfied among the four customer groups followed by 'Other DoD' and Air Force. Army customers are consistently the least satisfied.

Although in most cases these differences are not large enough to be statistically significant, Corps management should consider whether the differences are of practical significance. Ratings among the customer groups were statistically comparable for most satisfaction indicators. The exceptions were 'Project Documents', 'Engineering Design', 'Construction Quality', 'Timely Construction', 'Construction Turnover', 'Warranty Support', and 'Maintainability'. In every case ratings provided by the Army customer group were statistically significantly lower than one or more of the other three groups. Mean customer ratings by group for those areas of services where differences were statistically significant are depicted in the following graphs. A detailed table presenting mean Air Force, Army, Other DoD and IIS item scores and sample sizes is located in Appendix Table C-3.

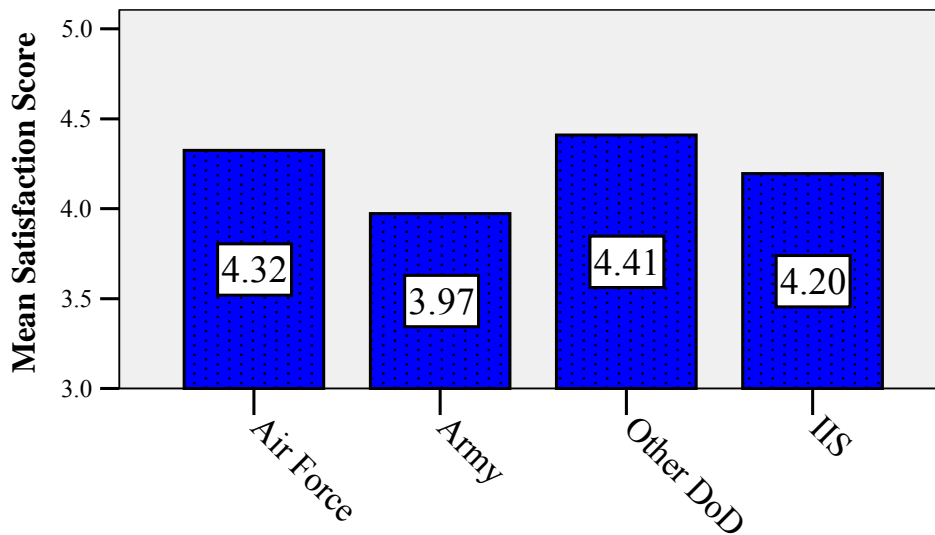
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<sup>9</sup> The results of this analysis are not included in this report.

**Table 9: Summary of Ratings by Customer Group FY04**

Item	Statistically Significant Differences
S19 Project Doc's	AF, Other DoD > Army
S21 A/E Contracts	Other DoD, IIS > Army
S22. Engineering Design	Air Force, Other DoD, IIS > Army
S24 Construction Quality	IIS > Air Force, Army
S25 Timely Construction	IIS > Air Force, Army
S26 Construction Turnover	Air Force, IIS > Army
S27 Warranty Support	Other DoD > Army
S29 Maintainability	Air Force, Other DoD, IIS > Army

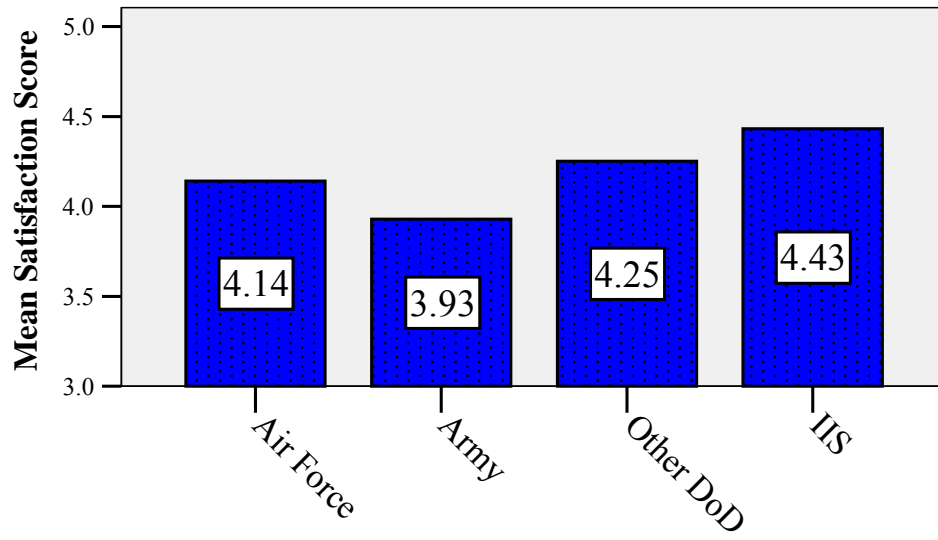
**S19: Project Documents**



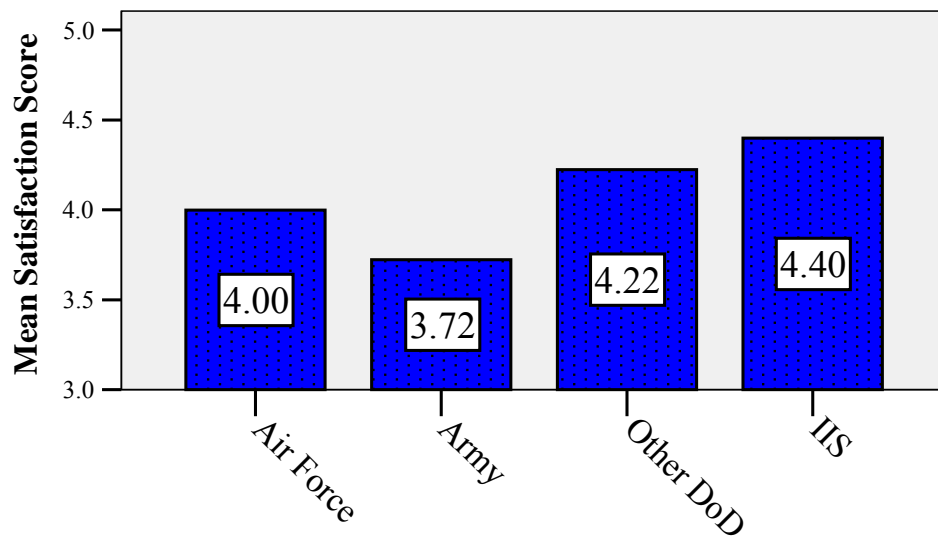
**Figure 6: Ratings by Customer Group**



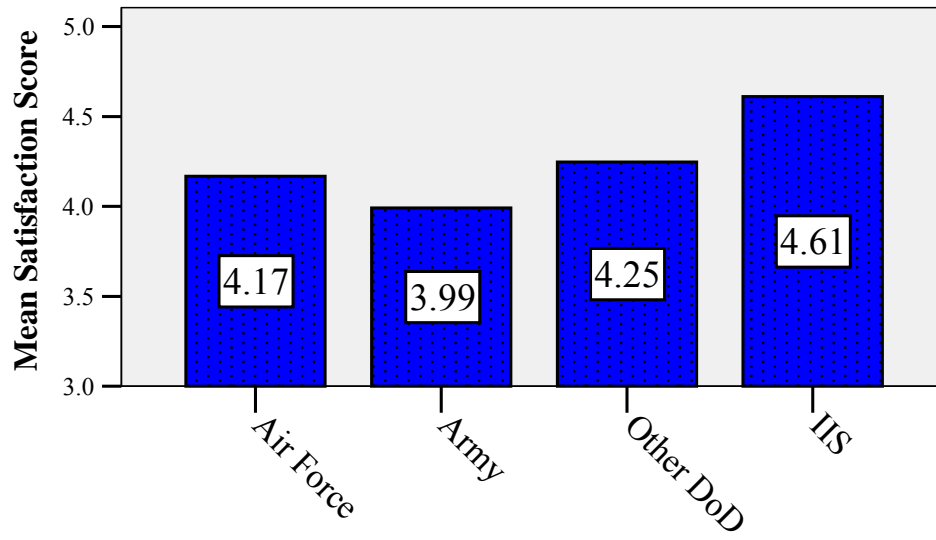
### S21: A/E Contracts



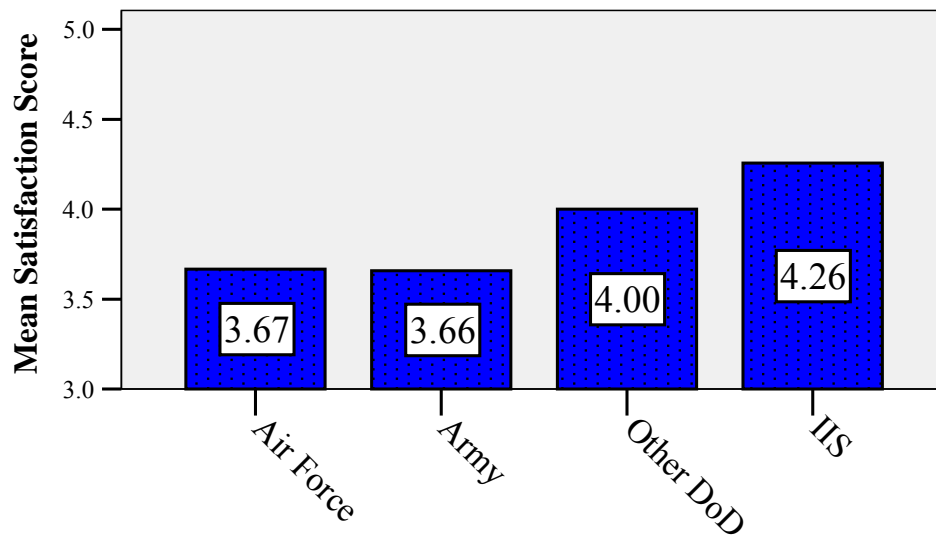
### S22: Engineering Design Quality



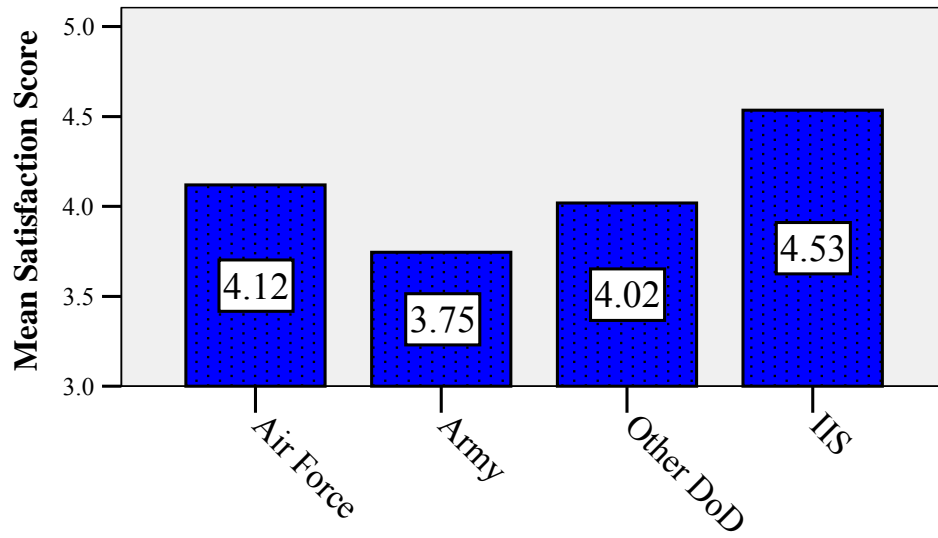
### S24: Construction Quality



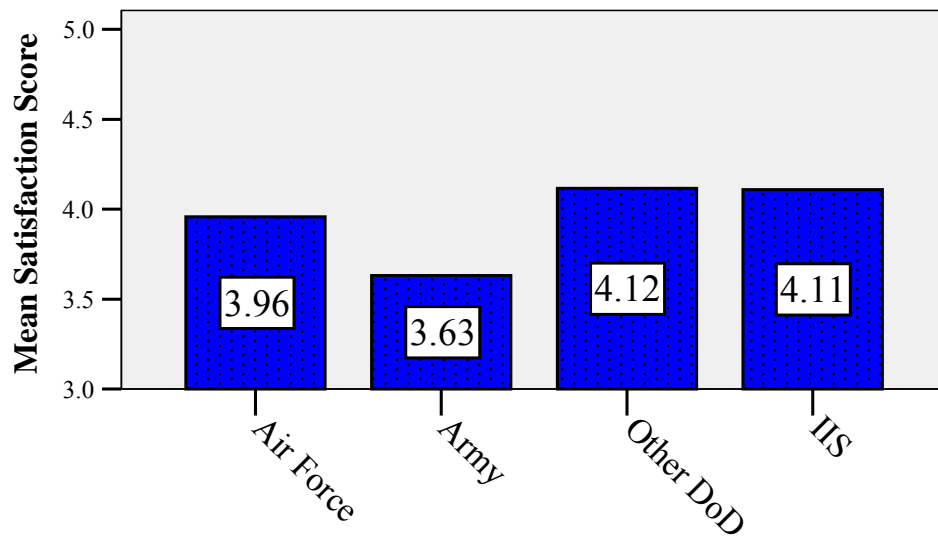
### S25: Timely Construction



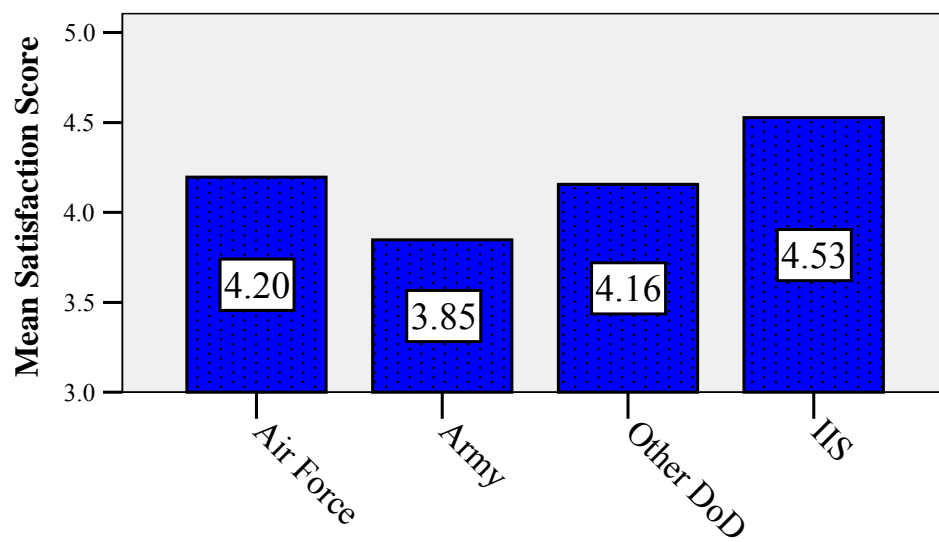
### S26: Construction Turnover



### S27: Contract Warranty Support



### S29: Construction Maintainability



### 3.2 Ratings by Primary Category of Work

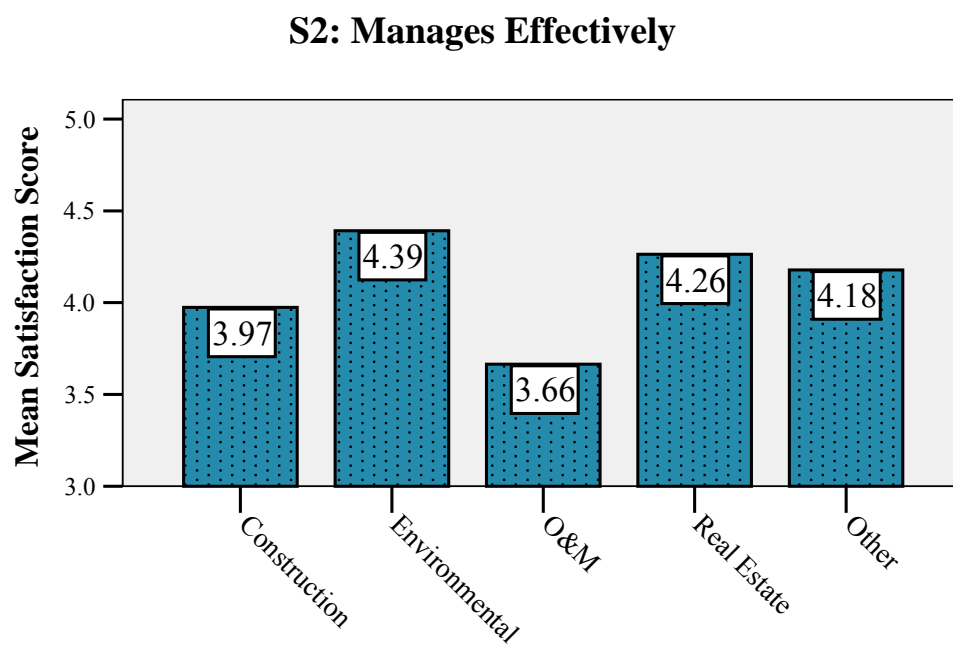
Statistical and graphic comparisons were performed to detect any differences among the five work categories for selected satisfaction indicators and to determine whether any of these differences are statistically significant. This analysis includes only the General Satisfaction questions (Items 1-11) plus the Specific Services items that are applicable to all areas of work: ‘Project Management’ and ‘Funds Management’, A/E Contracts, ‘Value of S&R’ and ‘Value of S&A’. A very clear pattern emerges in these comparisons and is illustrated in the graphs of mean satisfaction scores by work category. In every case O&M or Construction customer ratings were lower than Environmental, Real Estate and/or ‘Other’<sup>10</sup>. Furthermore, Environmental customers were consistently the most satisfied of all; O&M the least satisfied. Additionally these differences were large enough to be statistically significant at  $\alpha = .05$  for almost every satisfaction indicator. Ratings provided by the Environmental customer group were consistently significantly higher than Construction and O&M customers. Recall that Construction customers comprise 56 percent of the customer base, Environmental 17 percent and O&M six percent. Table C-4 in Appendix C displays mean subgroup scores and sample sizes.

**Table 10: Summary of Ratings by Work Category FY04**

Item	Statistically Significant Differences
S2 Manages Effectively	Environ, Real Estate, Other > O&M
	Environ > Construct
S4 Resolves Your Concerns	Environ, Real Estate > Construct
	Construct, Environ, Real Estate, Other > O&M
S5 Timely Service	Environ, Other > O&M,
	Environ > Construct
S6 Quality Product	Environ, Real Estate > Construct, O&M
S7 Reasonable Costs	Environ, Real Estate > Construct
	Construct, Environ, Real Estate, Other > O&M
S8 Displays Flexibility	Environ > Construct
	Environ, Real Estate, Other > O&M
S10 Your Future Choice	Environ, Real Estate > Construct
	Environ, Real Estate, Other > O&M
S11 Overall Satisfaction	Environ, Real Estate > Construct
	Environ, Real Estate, Other > O&M

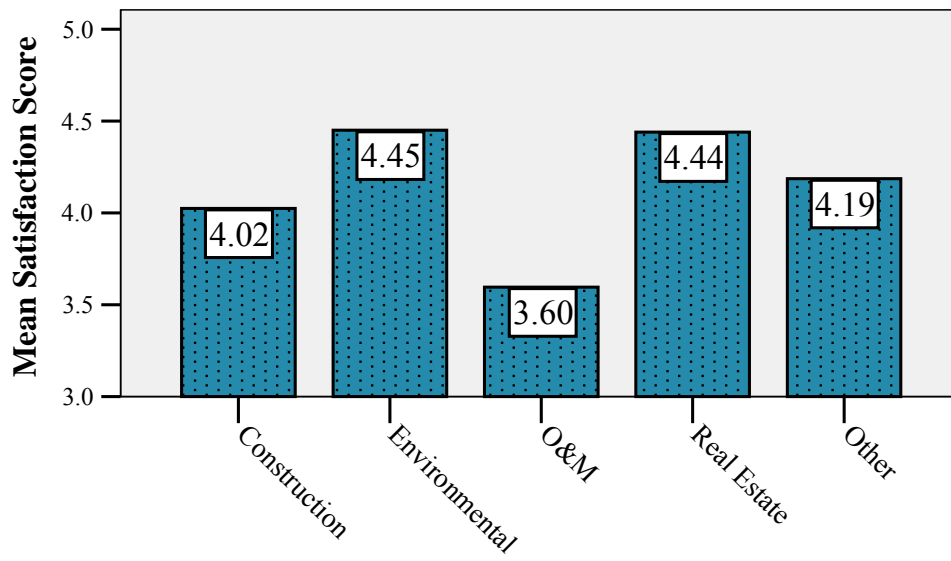
<sup>10</sup> Customers that checked the ‘Other’ area of services wrote services such as ‘Project management’, ‘Design’, ‘Planning’ or a combination of the listed service areas.

Item	Statistically Significant Differences
S21 A/E Contracts	Environ > Construct, O&M
S33 Value of S&R	Real Estate > Construct
	Construct, Environ, Real Estate, Other > O&M

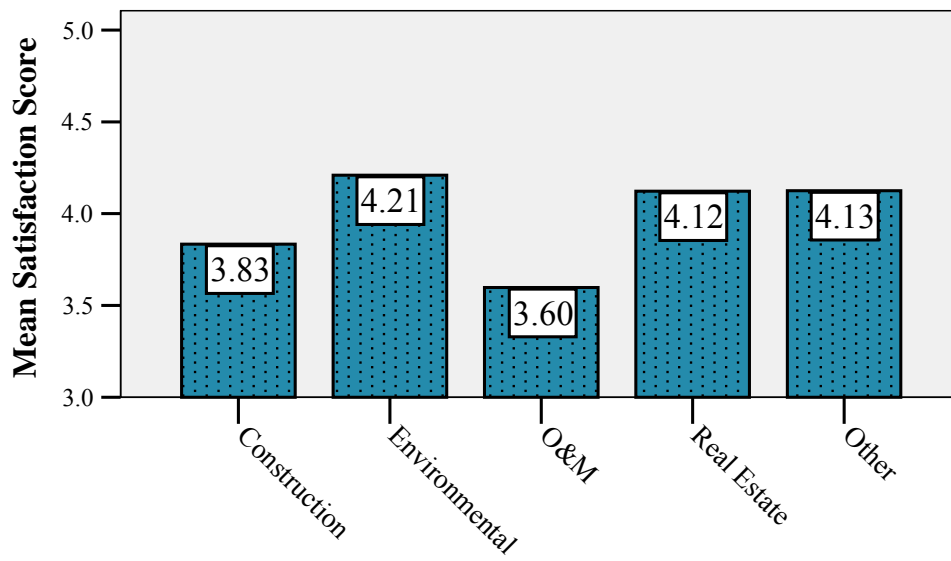


**Figure 7: Ratings by Category of Work**

#### S4: Resolves Your Concerns

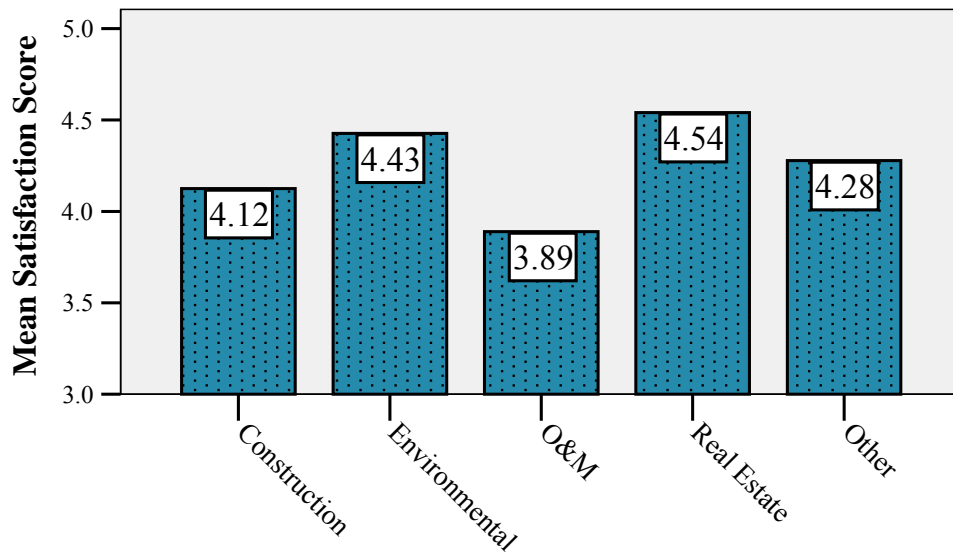


#### S5: Provides Timely Services

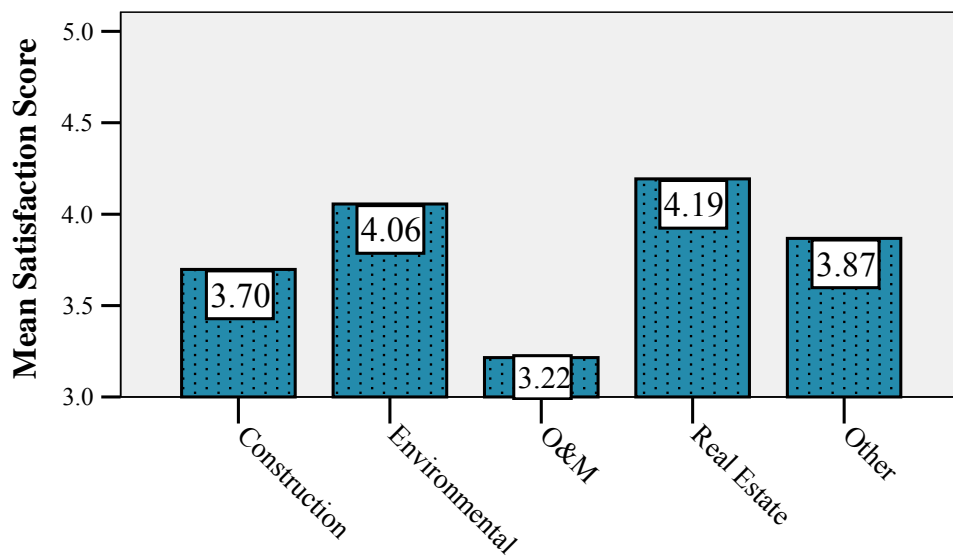




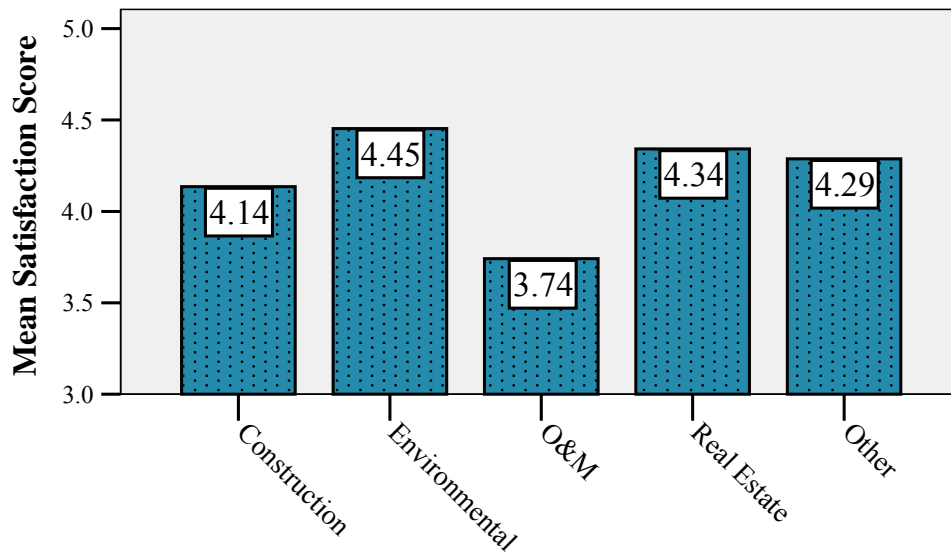
### S6: Delivers Quality Products



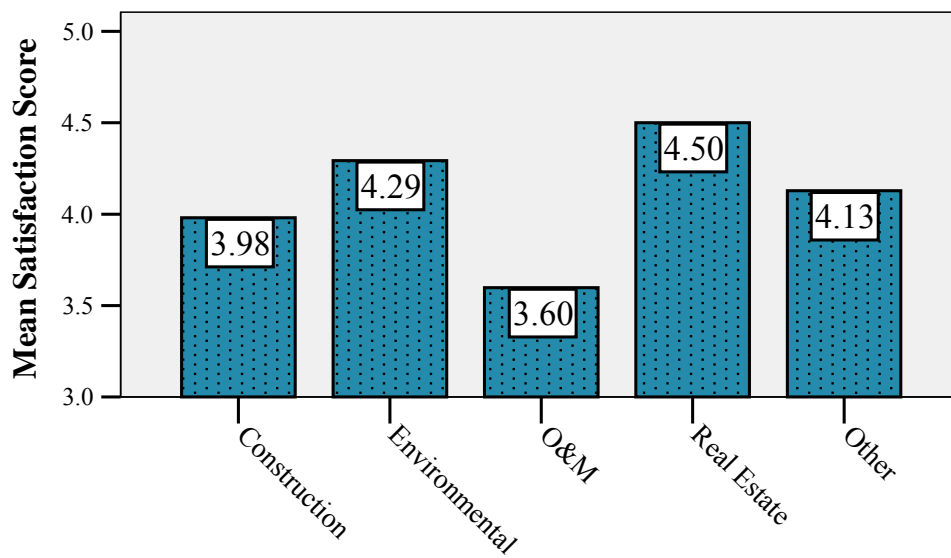
### S7: Products at Reasonable Cost



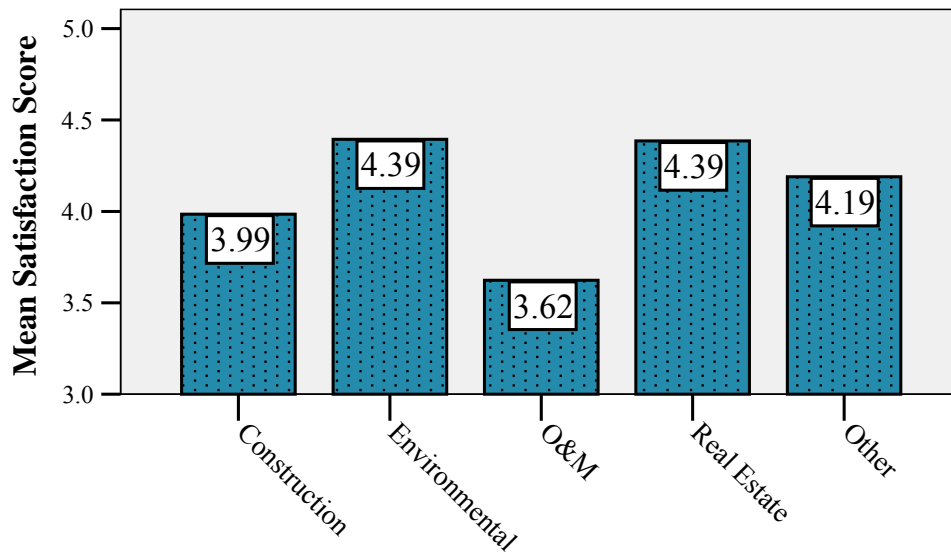
### S8: Flexible to Your Needs



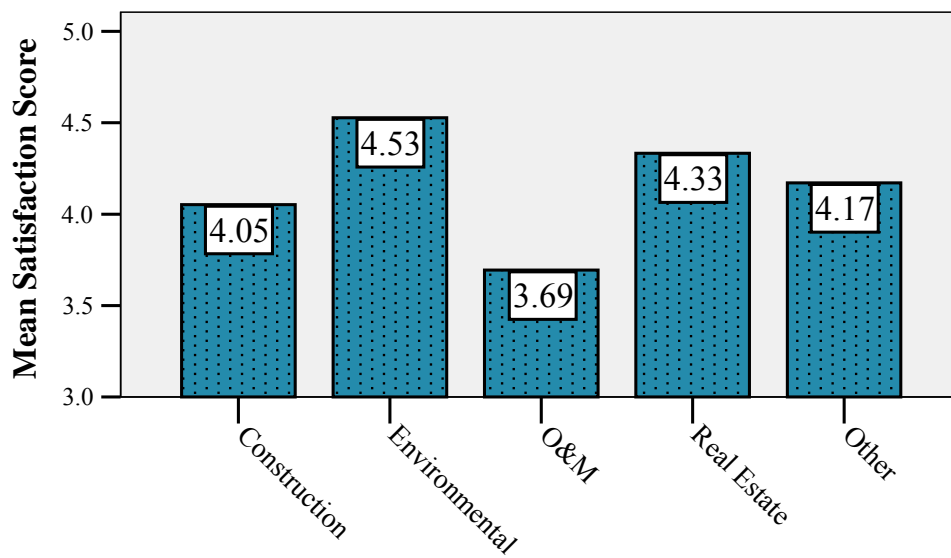
### S10: Your Choice in the Future



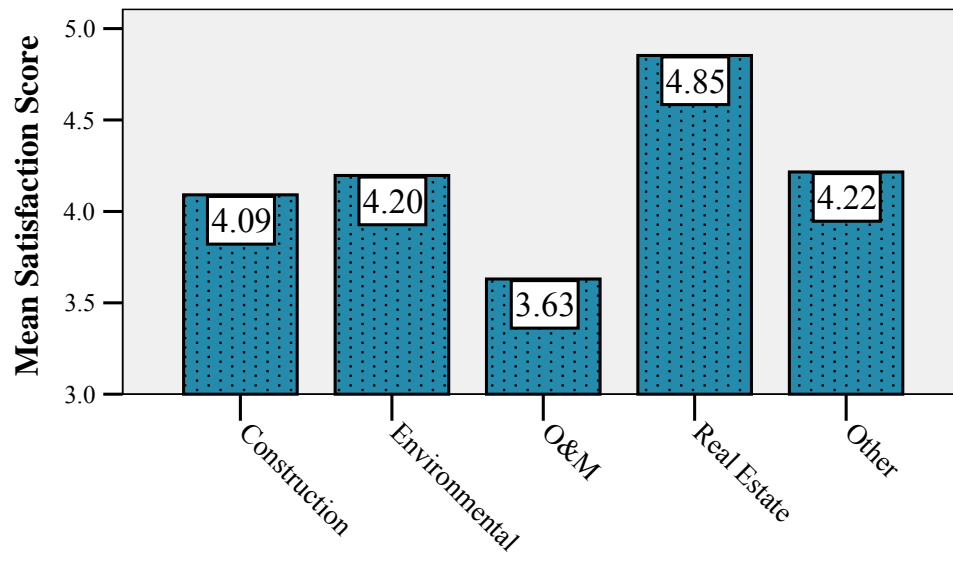
### S11: Overall Satisfaction



### S21: A/E Contracts



### S33: Value of S & R



### **3.3 Eight-Year Trends by Customer Group**

The Corps Military Customer Satisfaction Survey has been administered for a total of ten years. However, the following analysis tracks only the past eight-years in customers' assessment of Corps performance. As stated earlier, ratings were calculated by weighting responses by organization. Customer organization data was not available for fiscal years 1995-96. The analysis juxtaposes the trend in Air Force vs. Army vs. Other customer ratings over time. For the purposes of this analysis the 'Other' groups represents the IIS and 'Other DoD' responses combined. This analysis summarizes up to 1,575 Air Force customer responses, 2,382 Army and 1,078 'Other' responses. The numbers of actual valid responses vary by item. The number of surveys received by customer group by year is displayed in Table 11. Additional demographic information, such as the number of responses by Division and District, is shown in Appendix C, Tables C-5 and C-6.

**Table 11: Number of Responses by Customer Group & Survey Year**

Survey Yr	Air Force	Army	Other	Total
1997	241	327	158	726
1998	193	347	155	695
1999	189	414	142	745
2000	185	305	101	591
2001	204	228	85	517
2002	190	251	130	571
2003	179	249	136	564
2004	194	261	171	626
Total	1575	2382	1078	5035

Results show that in general, there has been a gradual upward trend over the previous eight years of the survey for all customer groups. That is, for almost every indicator, customer satisfaction has improved since 1997. Ratings for all groups show a decline for FY03 but seem to be recovering in FY04.

Army customers' ratings display relatively stable trends, moving upward in a very consistent pattern over the first six years then showing a slight decline in FY03 (with the exception of 'Funds Mgmt'). There is a small downward spike in 'Warranty Support' in FY03. Note that Army customers' ratings are particularly low in this area already. In summary, although Army customers began as the least satisfied customer group, they are slowly but steadily becoming more satisfied with Corps services.

An unusual pattern is apparent among most satisfaction indicators for Air Force customers. The overall trends in customer ratings are difficult to definitively characterize. No survey item displays a consistent pattern (increasing/decreasing/stable) over time. Customer ratings for most items display a three-year cyclic pattern where ratings rise over the course of three years then drop significantly and begin to rise again. This pattern has occurred for two cycles over the FY97-99 and FY00-02 periods. It appears to be occurring for a third cycle as ratings fell in FY03 followed by apparent recovery in FY04. If rates increase in FY05, this will complete the third repetition of the three-year cyclic pattern. Therefore the declines in ratings occurred in FY97, FY00 and FY03. An explanation should be sought for the three-year cycling of ratings. Although in the aggregate Air Force Customers are as well or more satisfied than Army, during the low point in their cycle, they are notably less satisfied.

The pattern of ratings for the 'Other' customers is comparable to Army customers except that in FY00 ratings fell noticeably for almost all items. And there were more erratic or indeterminate trends in 'Other' customers' ratings over time. This may be explained by the fact that the composition of the IIS customer base is more variable. The decline in FY03 ratings for 'Other' customers is very slight compared to Air Force and Army. The exception is in the area of 'Funds Mgmt' where the decline was more noticeable. In summary mean ratings for 'Other' customers began and remain consistently higher than Air Force and Army ratings.

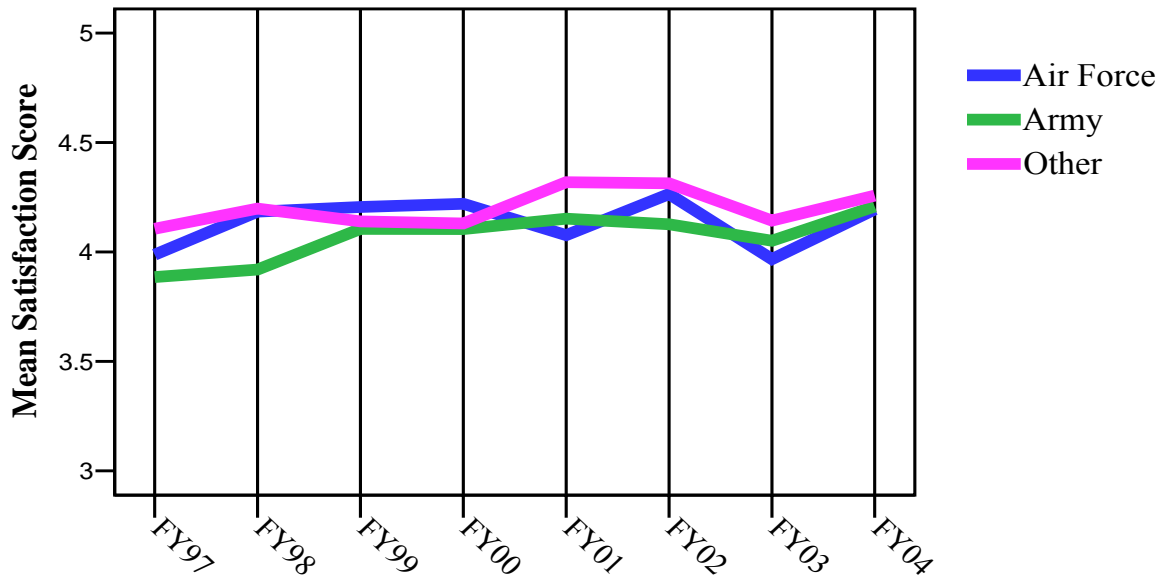
There were very few areas of services that display declining ratings during the most recent fiscal years. The only exceptions are 'Timely Construction' and 'PM Forward' for Air Force customers and 'Construction Turnover' for Army.

Areas of service that have been problematic in the past include 'Real Estate' and 'Warranty Support'. The first because of the erratic pattern of ratings varying from high to very low over time which may imply inconsistent delivery of services. This applies only to Air Force and 'Other' customers. 'Warranty Support' has been one of the more poorly rated specific service areas. It has shown no measurable improvement since FY98. This area of service is rated lowest by Army customers at well below a mean of 4.0.

Some readers may prefer to view more detailed trend graphs. The individual bar graphs display ratings for each of the three customer groups separately per item per year and are available on the ftp site: <ftp://ftp.sam.usace.army.mil/pub/Peterson/>. Simply copy and paste this link into your web browser and select the file 'FY04 Trends by Group – Detailed Charts' or you may contact the author of this report for assistance.

## General Satisfaction Items

### S1: Seeks Your Requirements



### S2: Manages Effectively

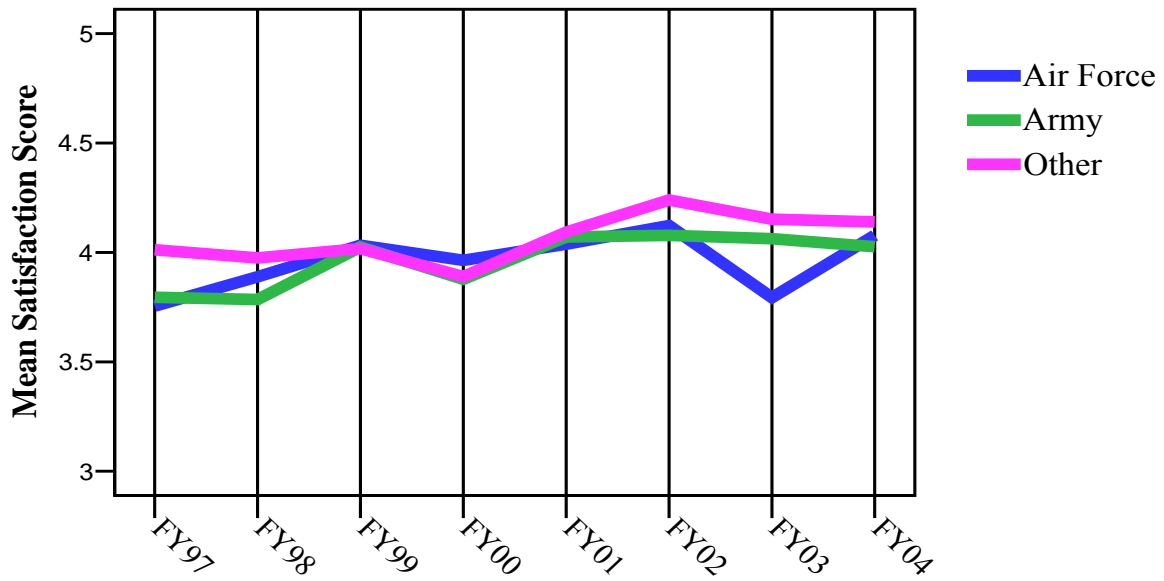
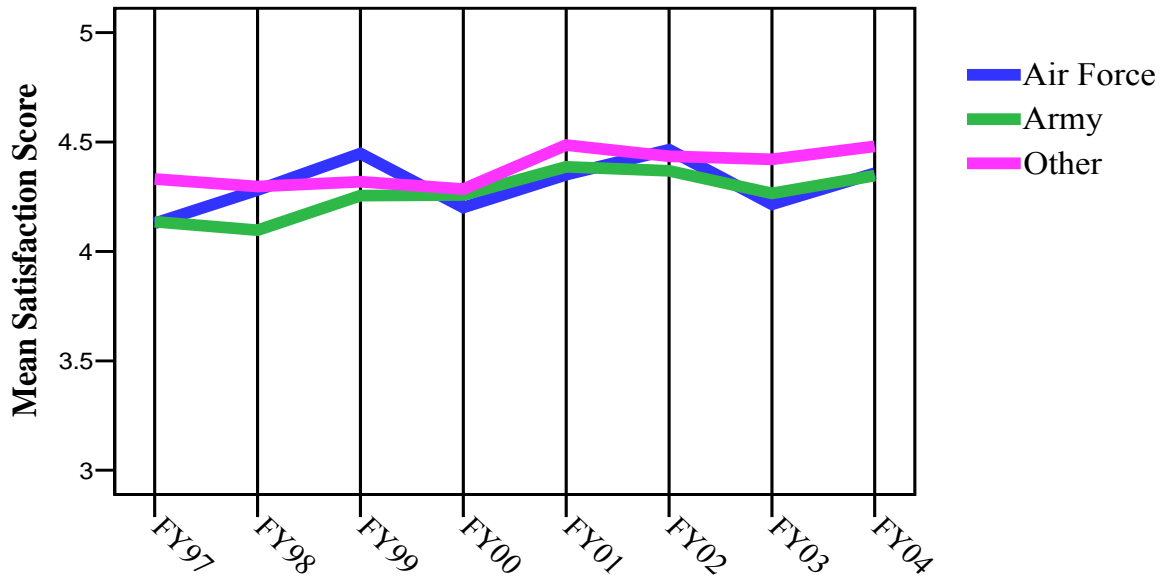
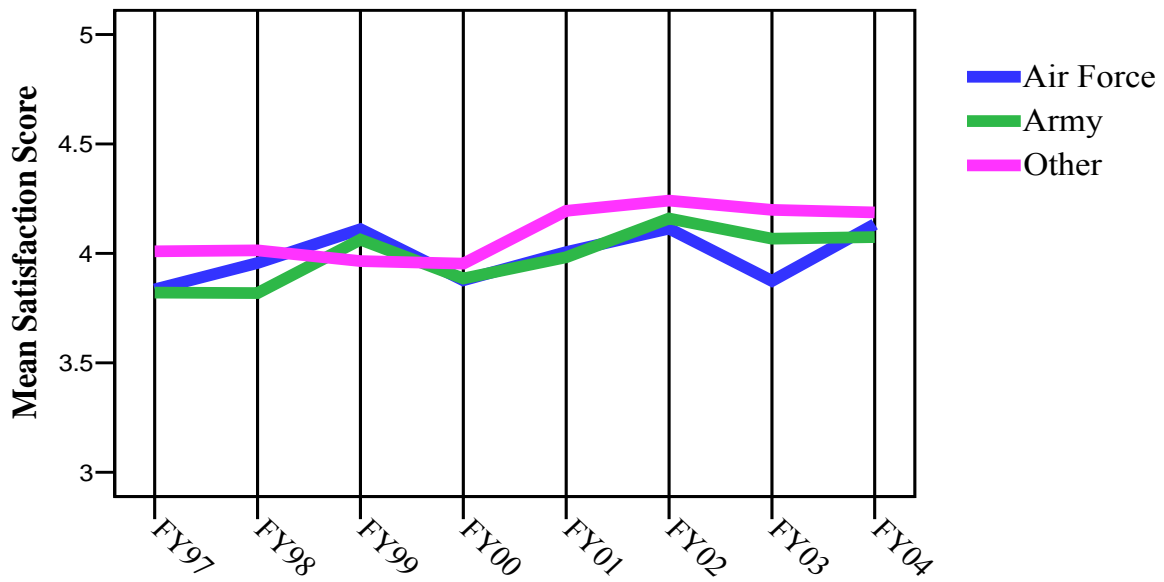


Figure 8: Trends by Customer Group

### S3: Treats You as Team Member

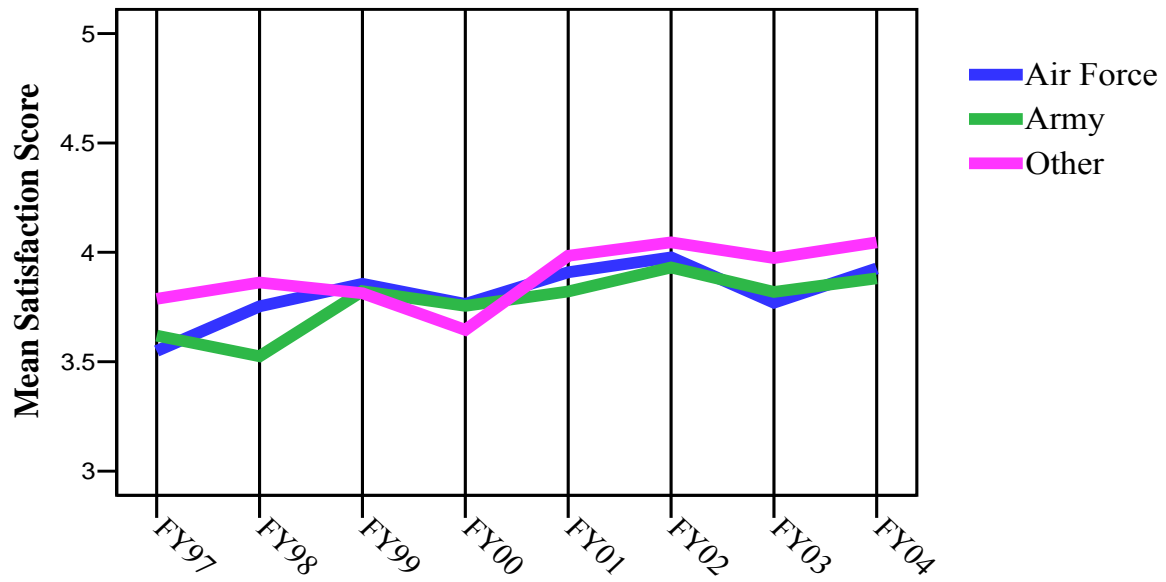


### S4: Resolves Your Concerns

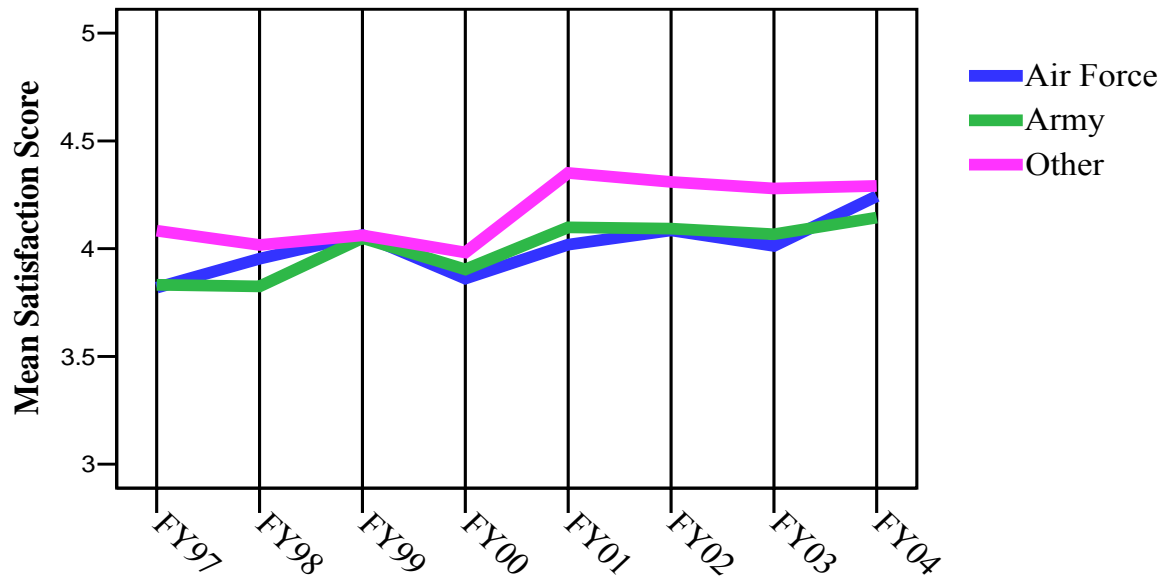




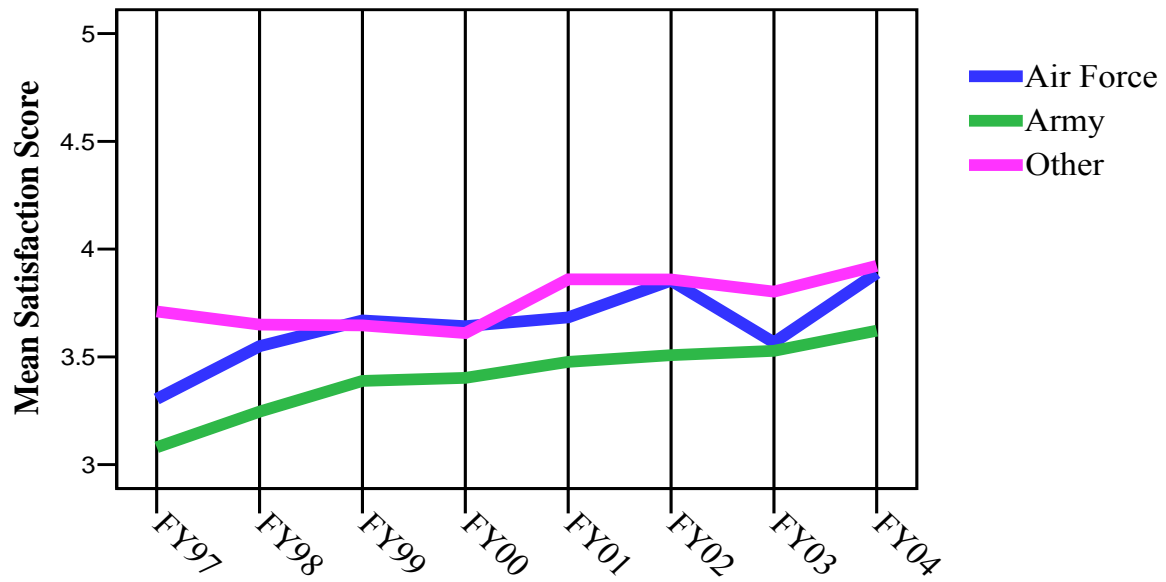
### S5: Provides Timely Services



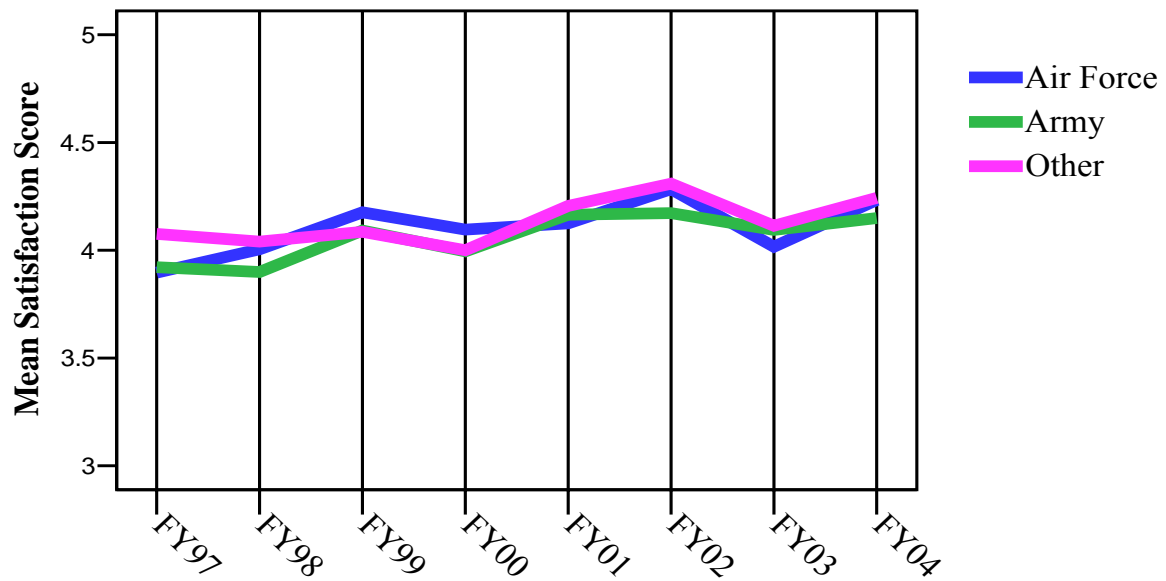
### S6: Delivers Quality Products



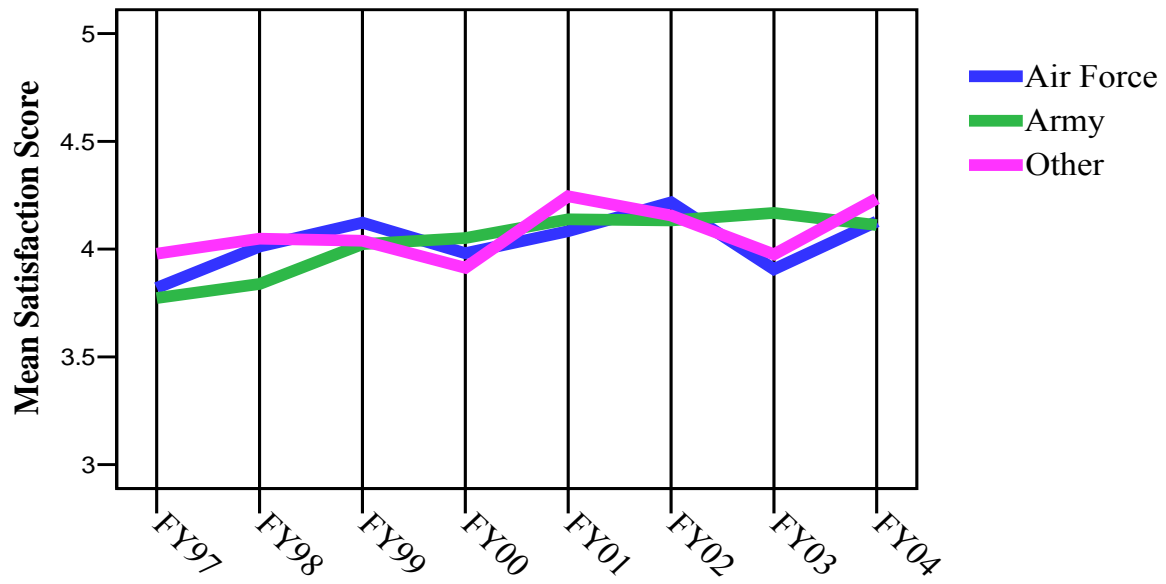
### S7: Products at Reasonable Cost



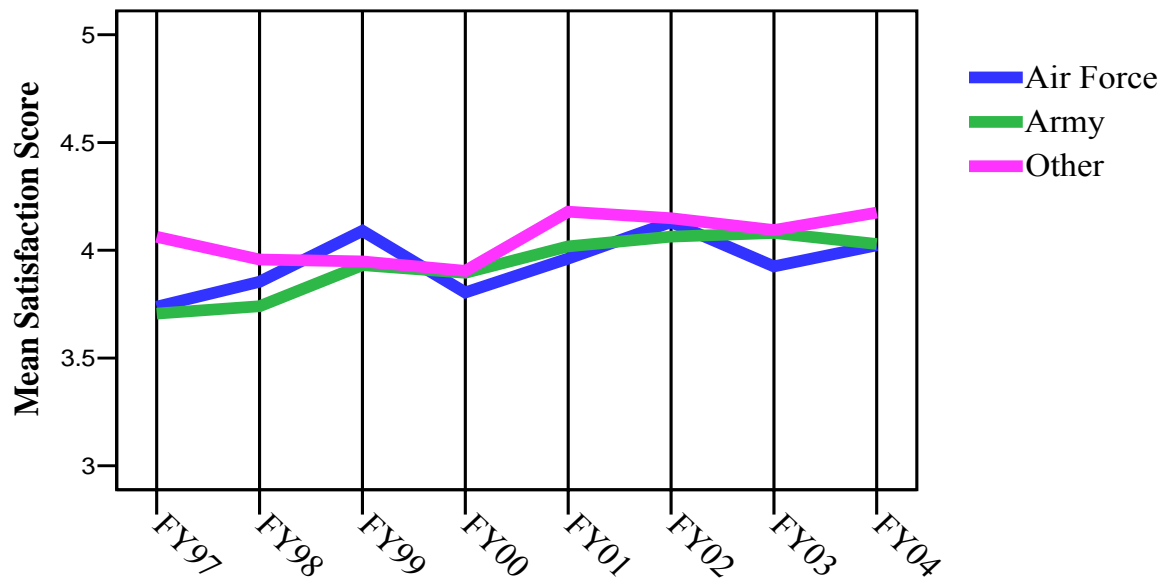
### S8: Flexible to Your Needs



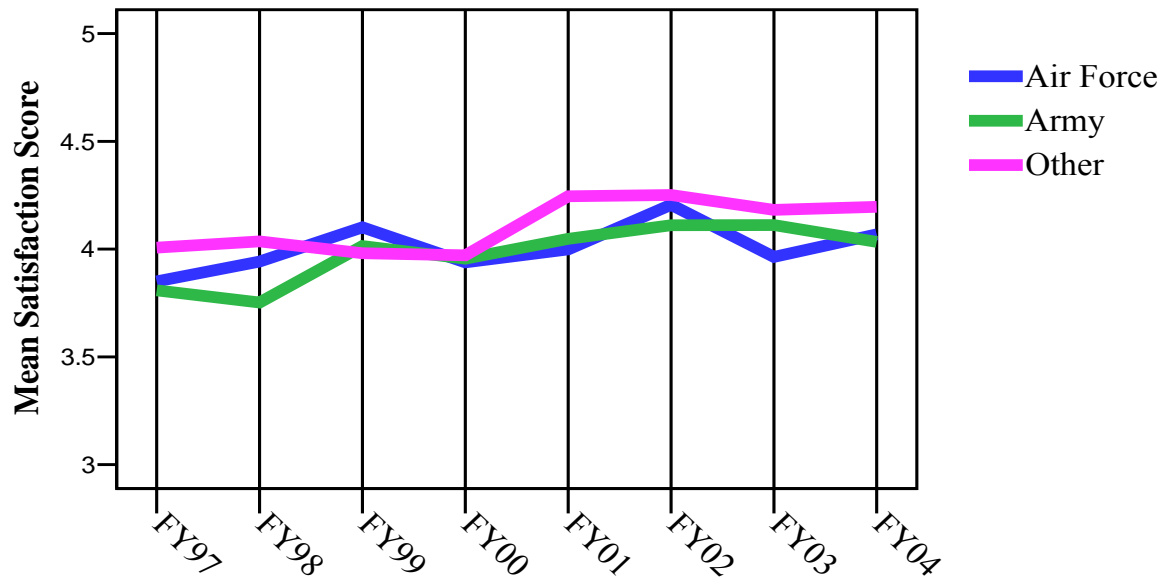
### S9: Keeps You Informed



### S10: Your Choice in the Future

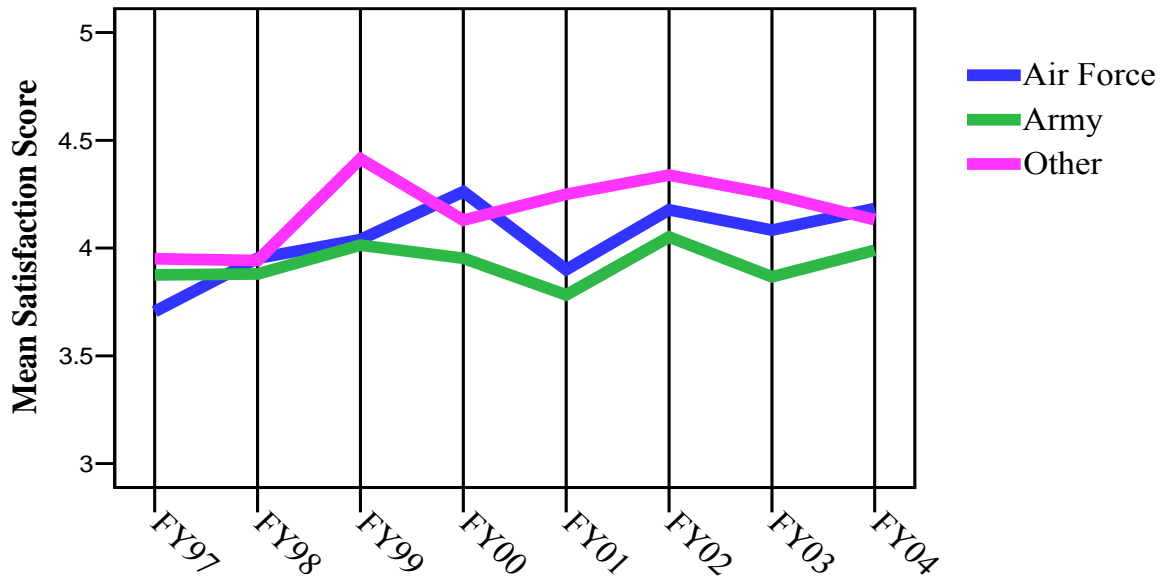


### S11: Your Overall Satisfaction

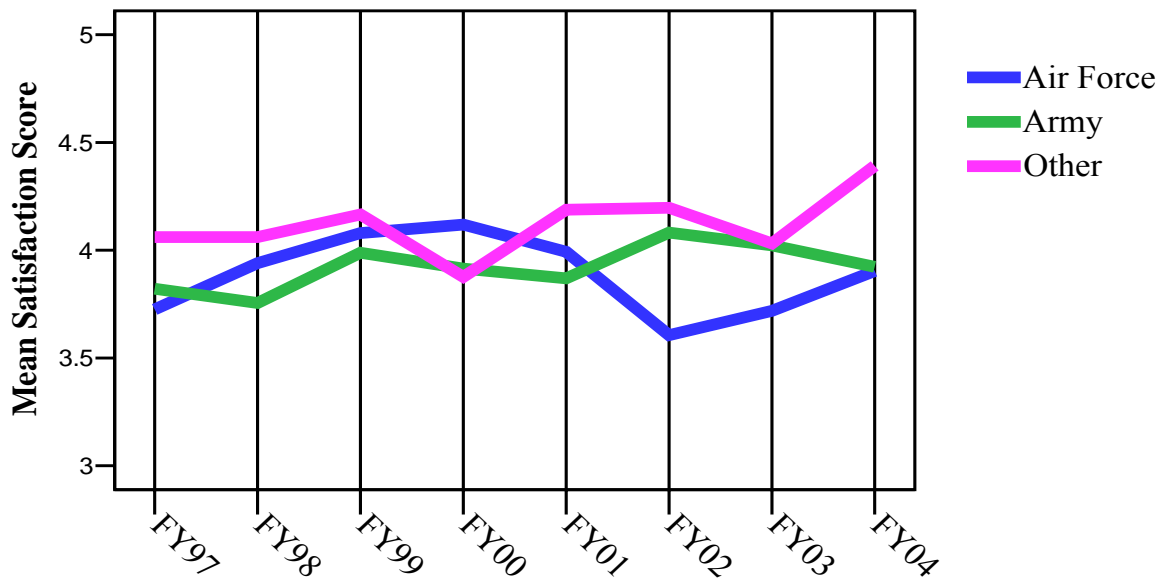


## Specific Services

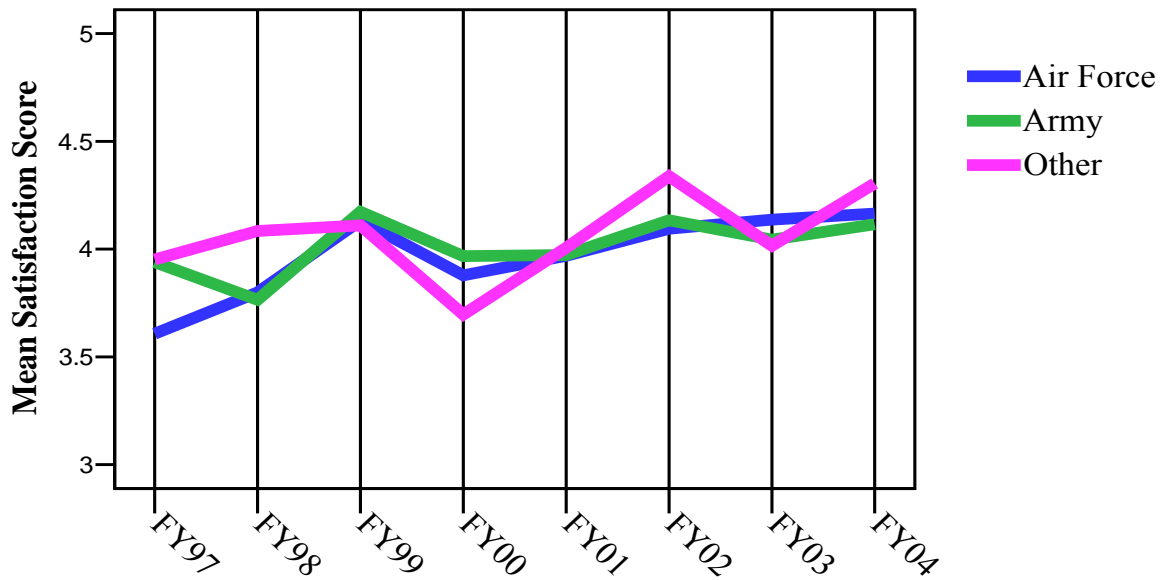
### S12: Planning Services



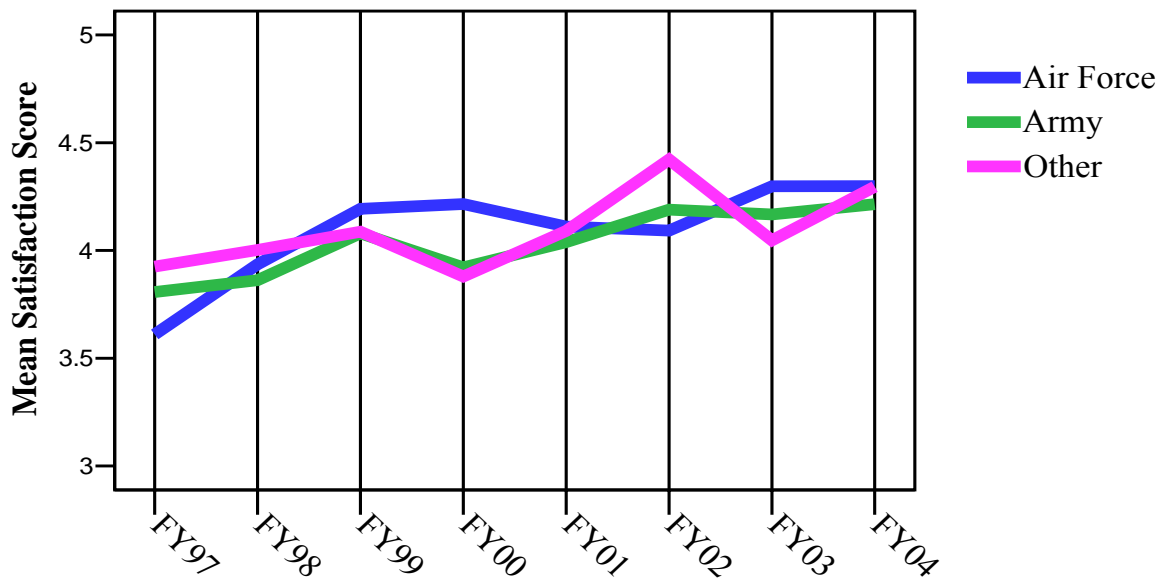
### S13: Studies & Investigations



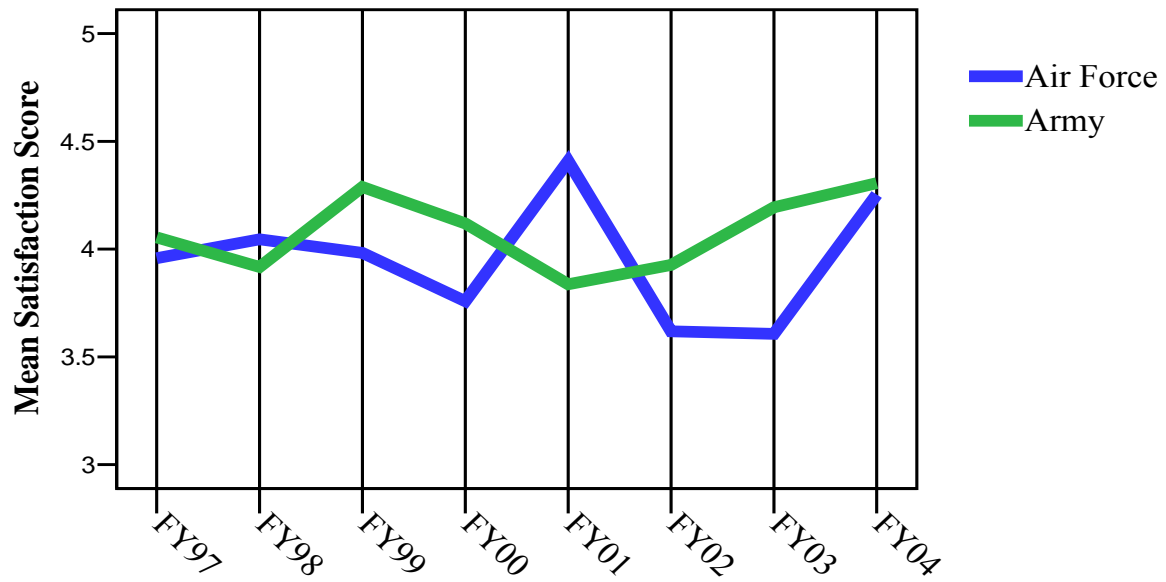
**S14: Environmental Studies**



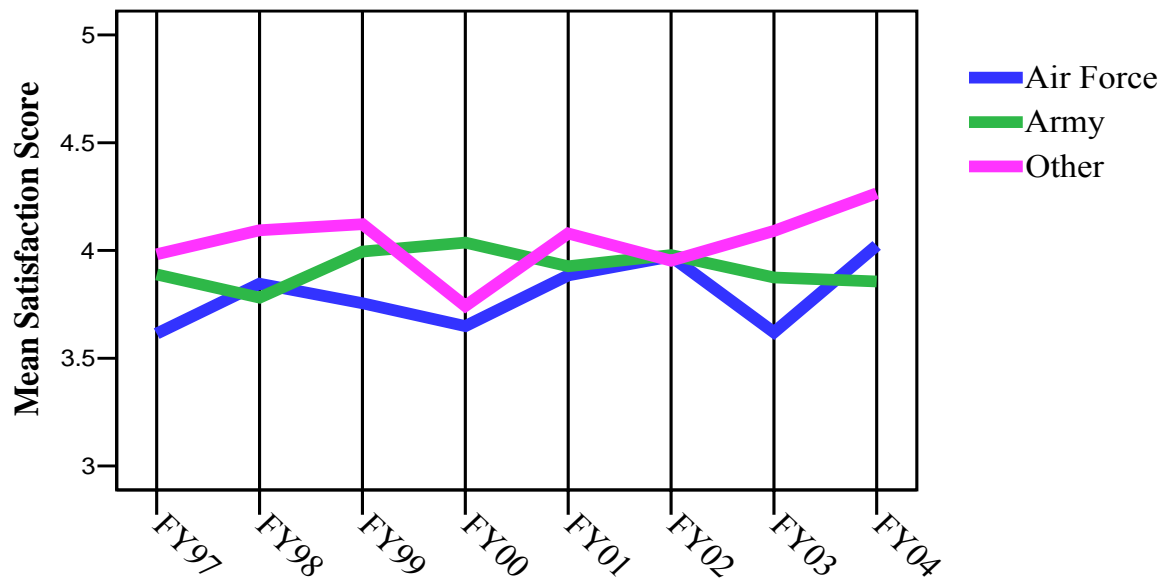
**S15: Environmental Compliance**



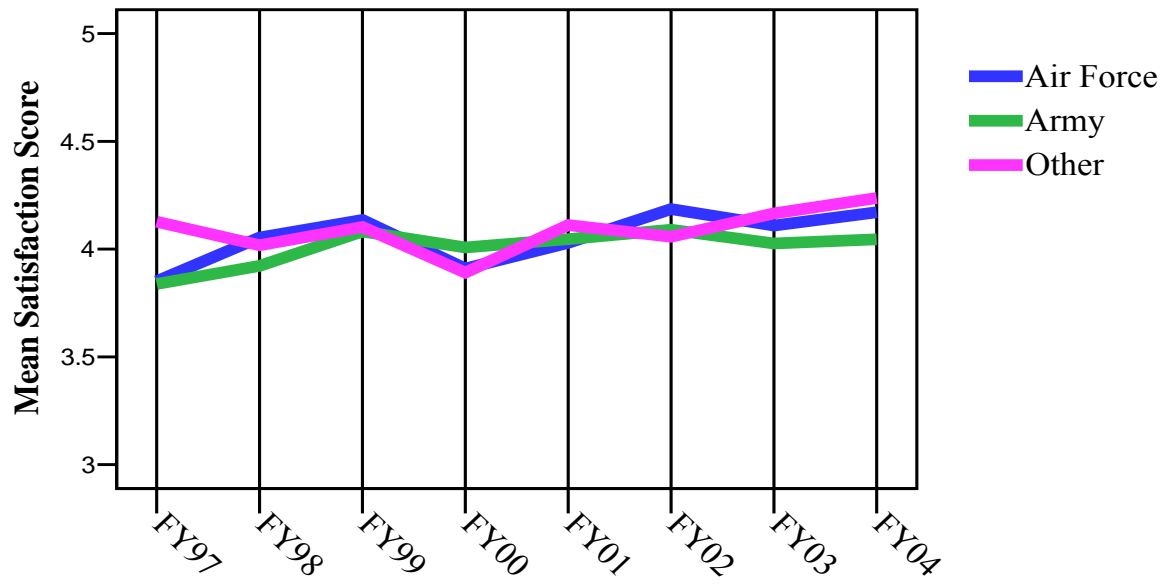
### S16: BRAC



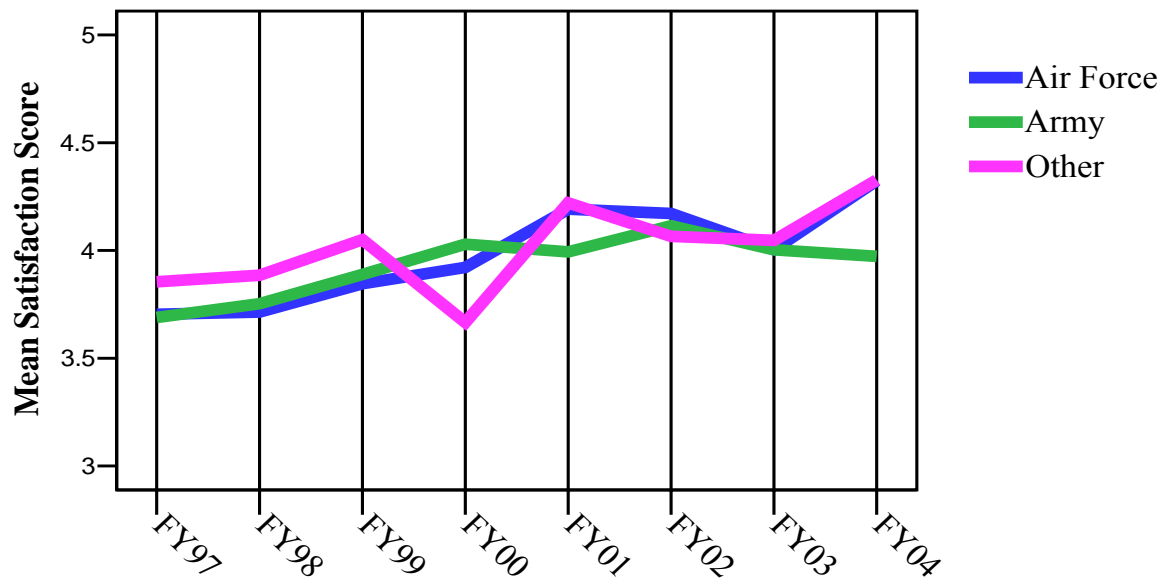
### S17: Real Estate Services



### S18: Project Management

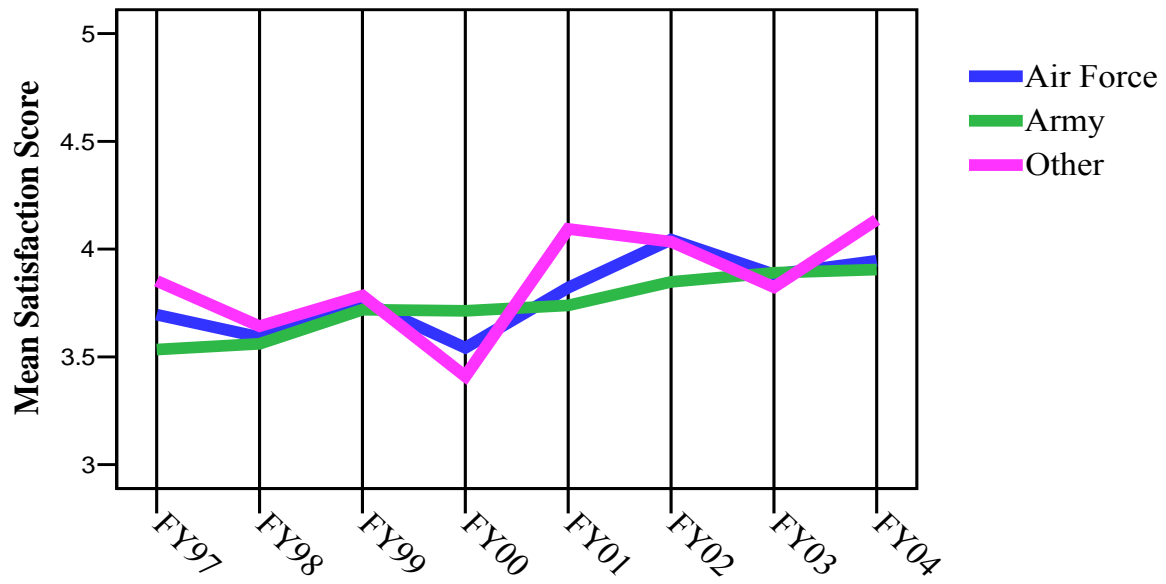


### S19: Project Documents

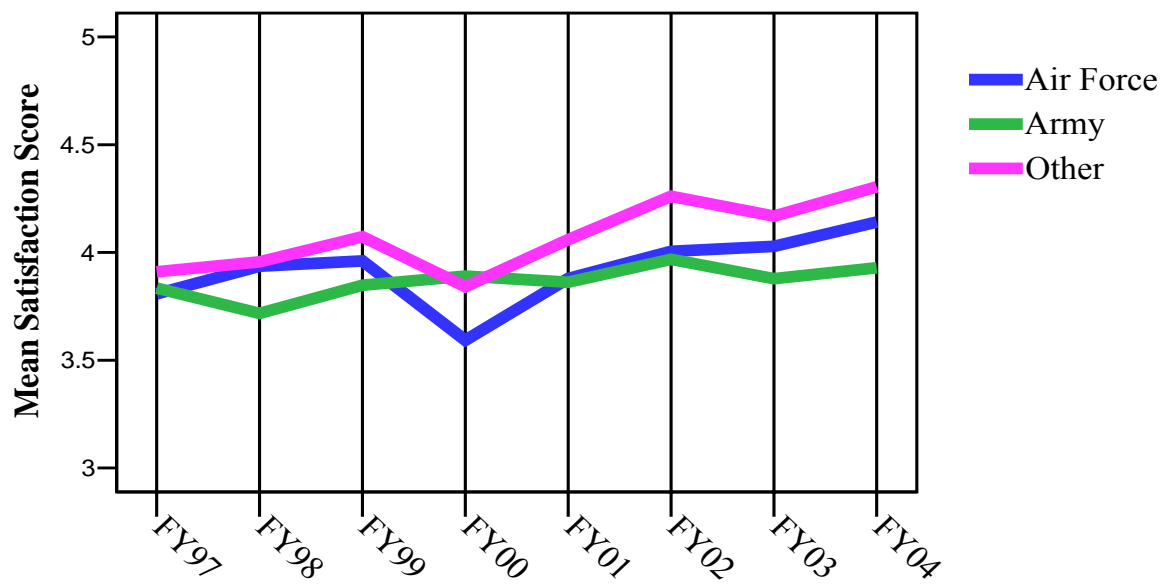




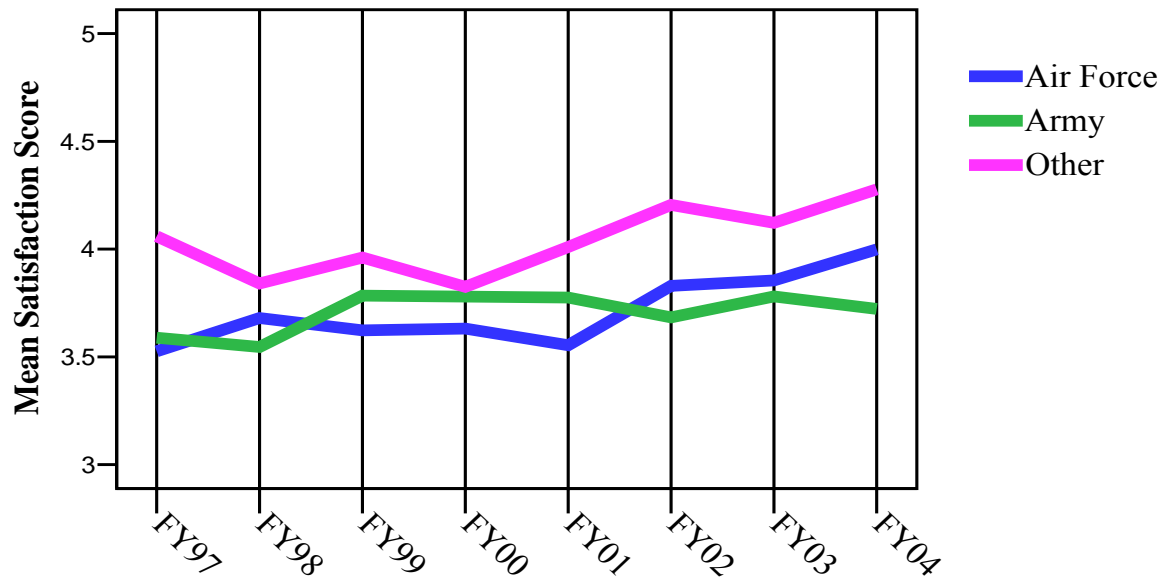
## S20: Funds Management



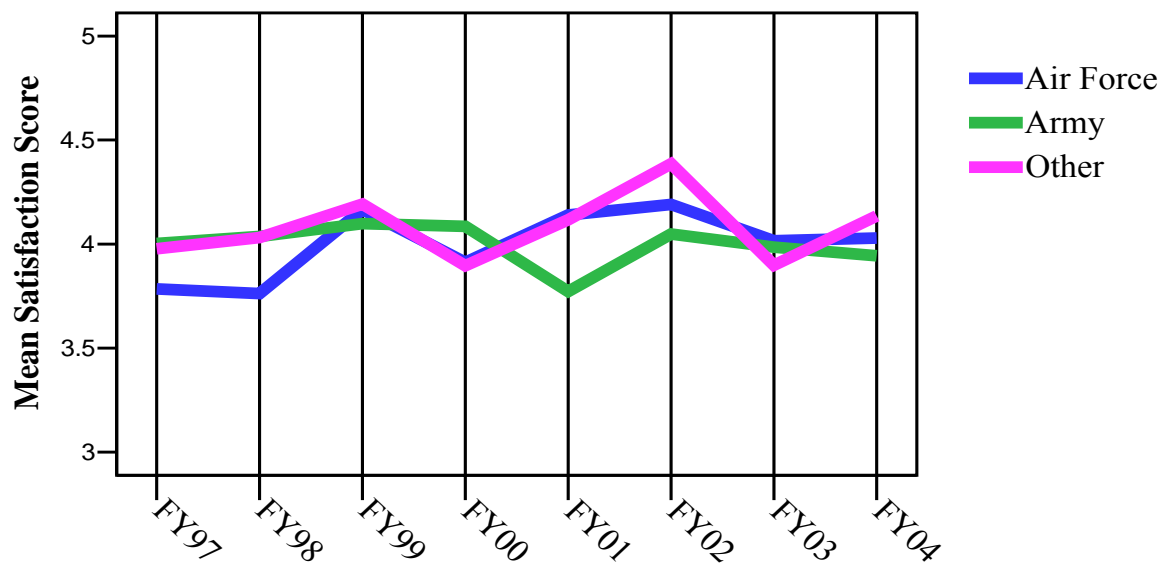
## S21: A/E Contracts



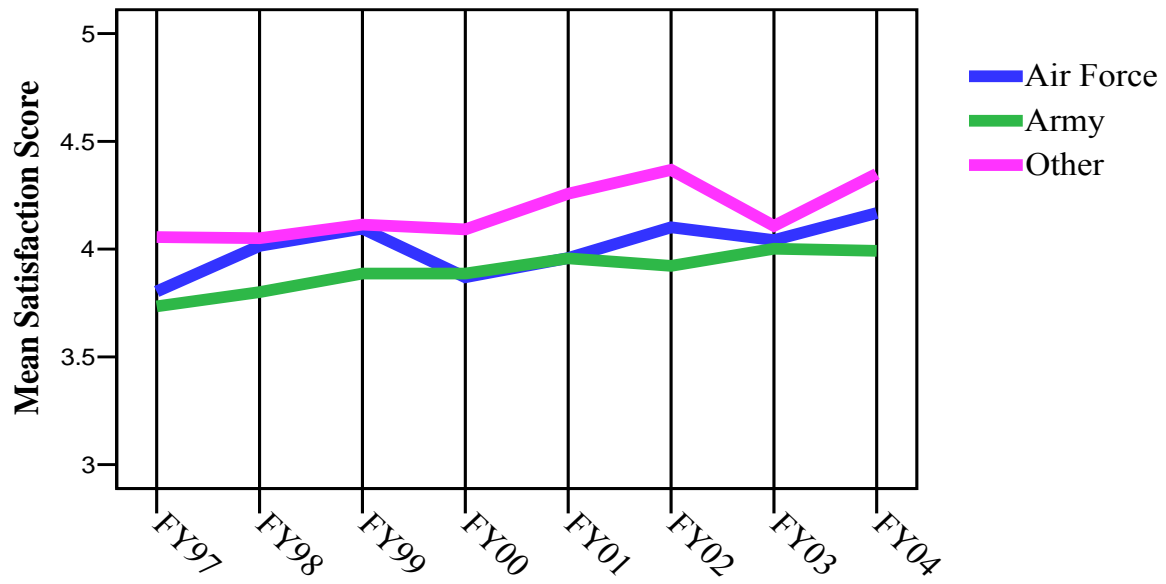
### S22: Engineering Design Quality



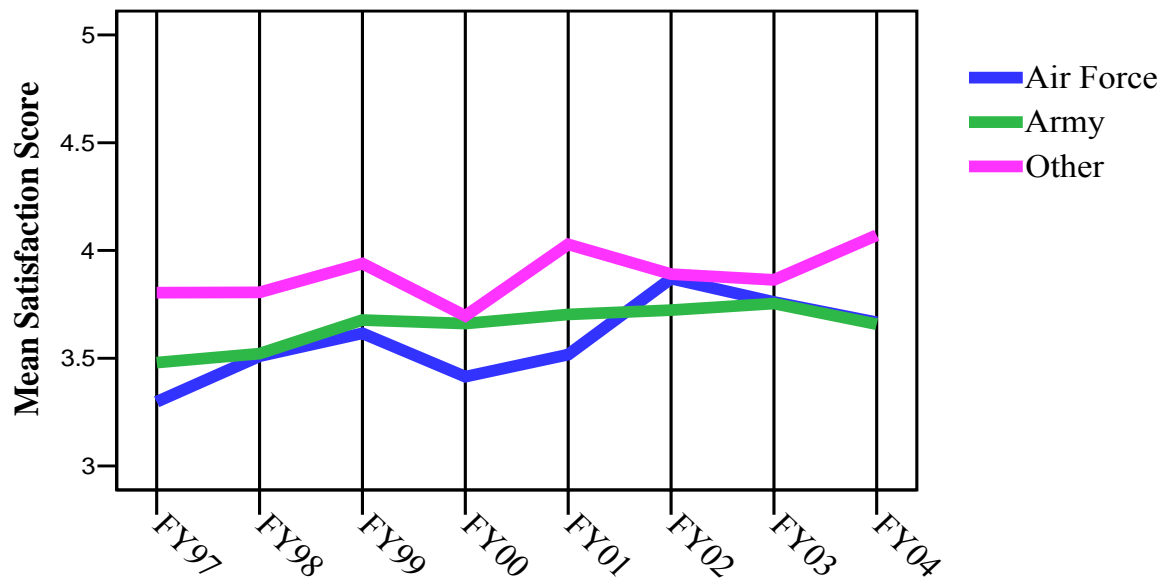
### S23: Job Order Contracts



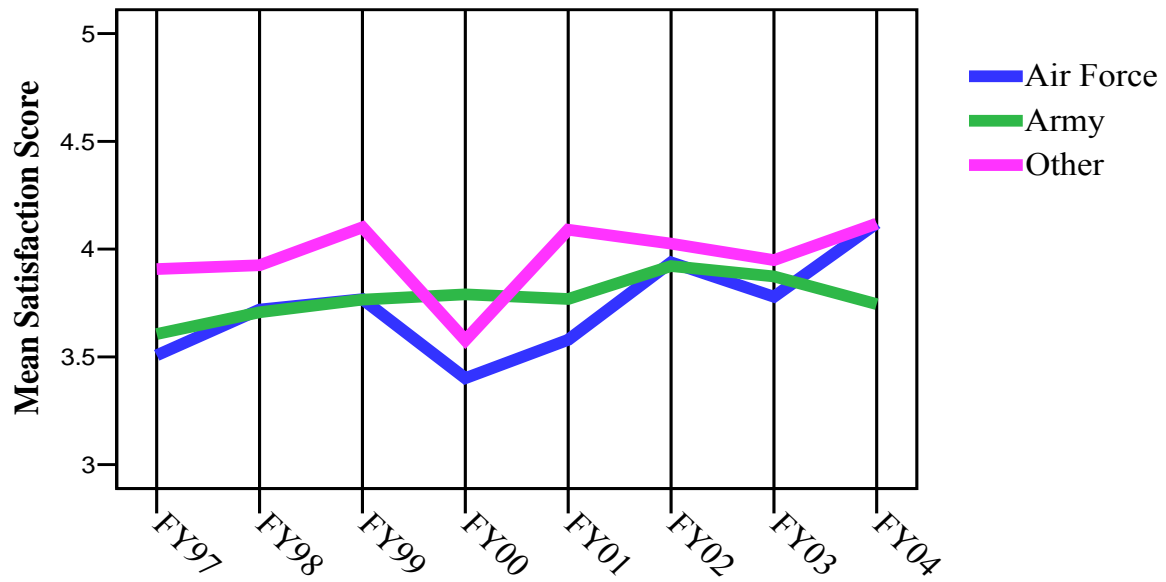
### S24: Construction Quality



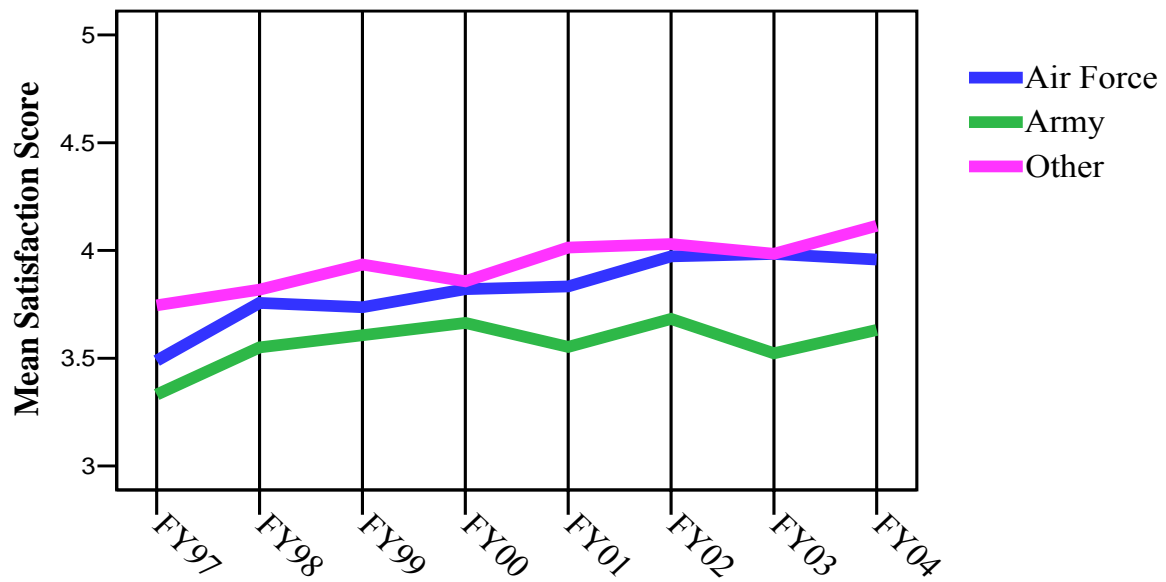
### S25: Timely Construction



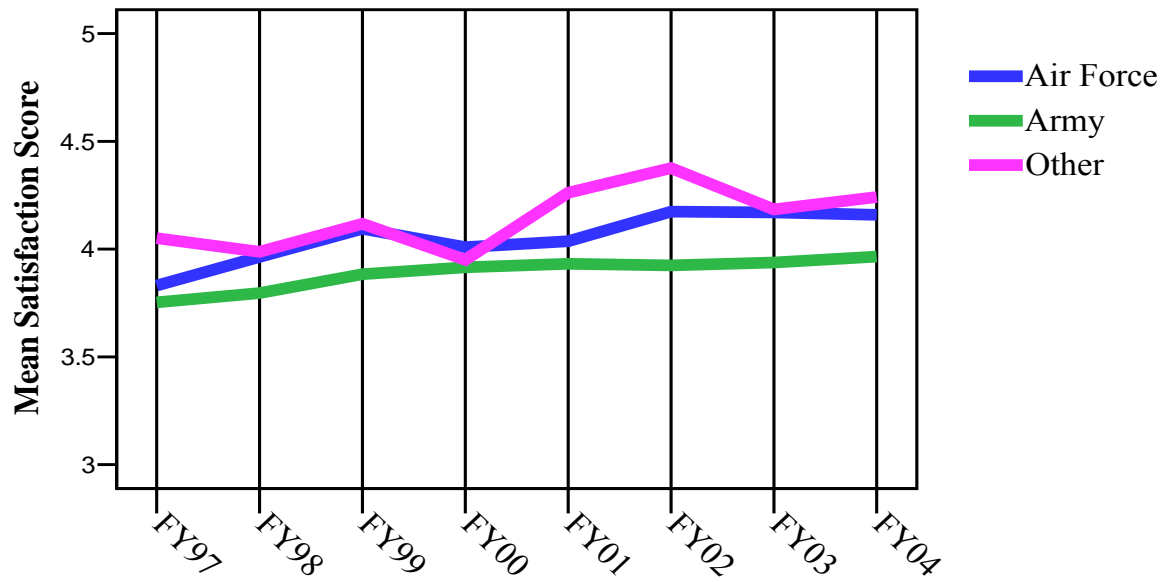
### S26: Construction Turnover



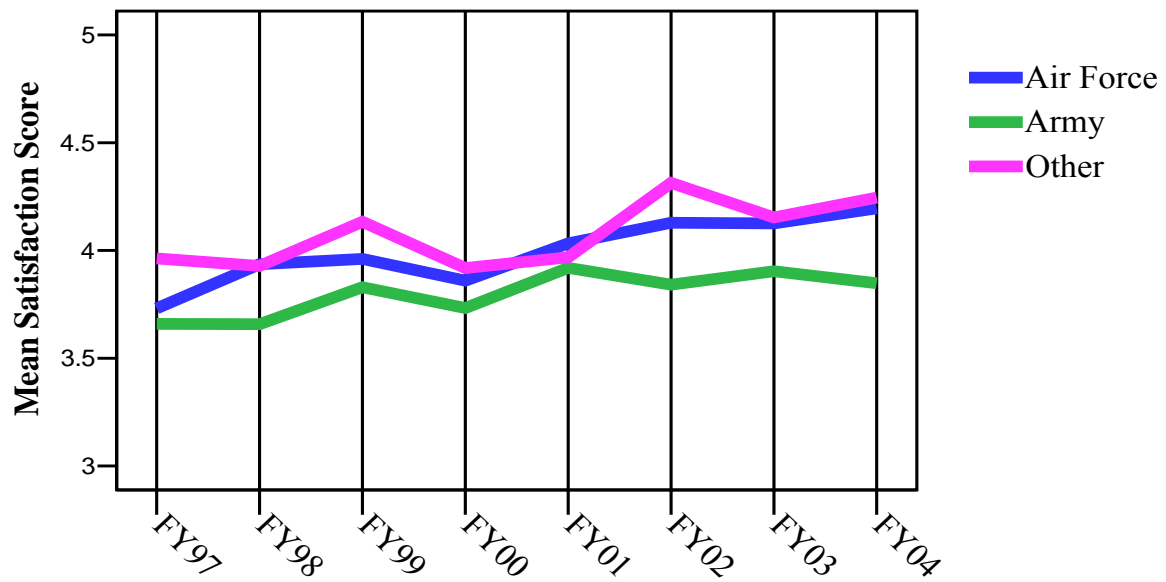
### S27: Contract Warranty Support



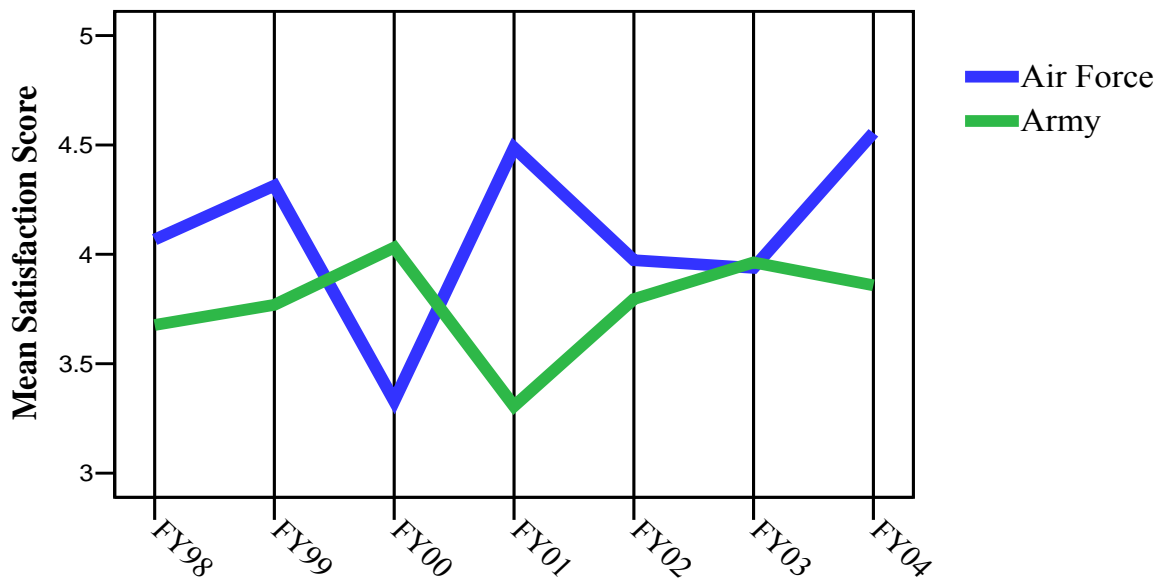
**S28: End-User Satisfaction**



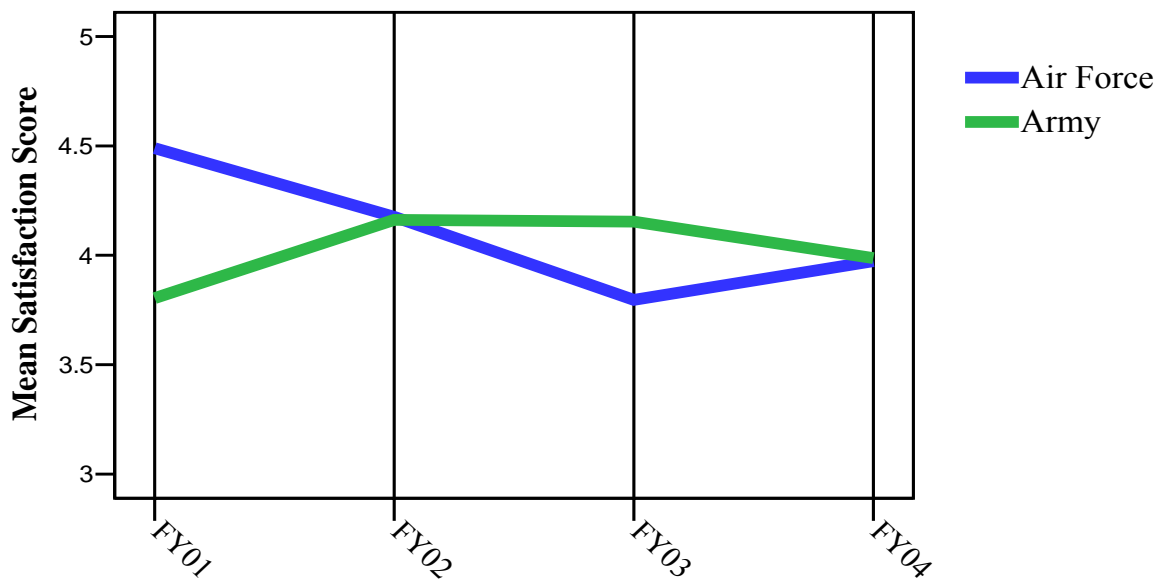
**S29: Construction Maintainability**



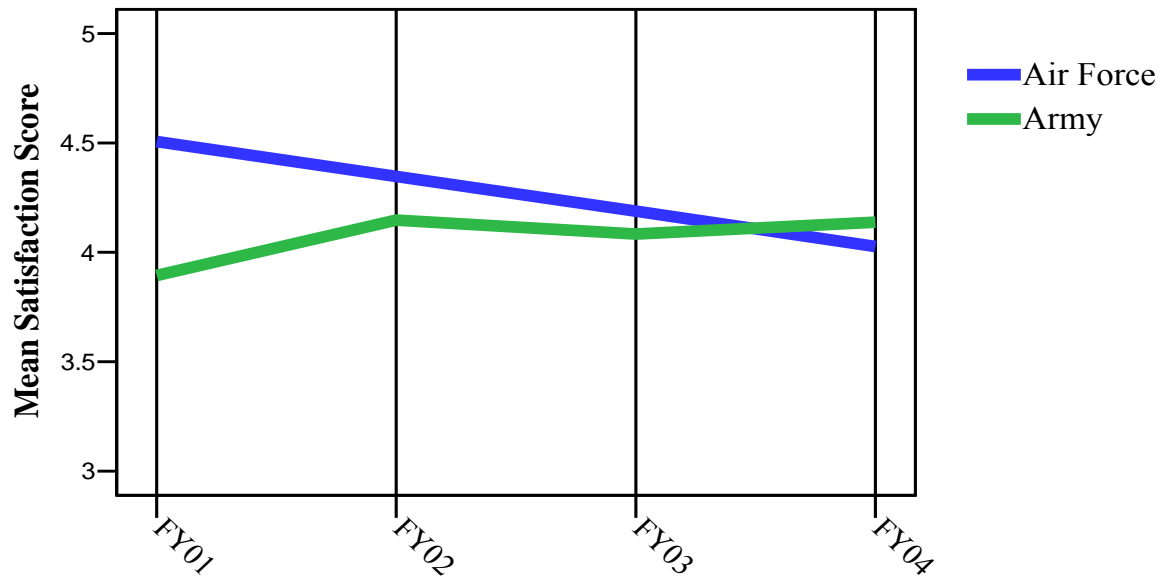
### S30: Privatization Support



### S31: IS Checkbook Services



### S32: PM Forward



#### **§4. CONCLUSION**

The tenth Annual Military Programs Customer Satisfaction Survey has been completed. A total of 626 customers participated in the FY04 survey. The corps-wide response rate was 57.35% for an estimated sampling error of +/- 3%. Note that response rates varied greatly among districts, ranging from a low of 22% for Los Angeles and Albuquerque Districts to as high as 100% for Norfolk and Alaska Districts. The districts having the larger populations of Military/IIS customers saw response rates in the 40-50% range.

USACE customers may be categorized by their organization: Army, Air Force, 'Other DoD' agencies and IIS<sup>11</sup> customers. The 'Other DoD' category includes US Navy, US Marine Corps, DLA, Joint Commands, USMILGP's, etc. IIS customers include organizations such as EPA, USGS, FBI, DOE, BOP, State agencies, etc.

Army customers comprise the largest proportion of the FY04 sample at 42 percent followed by Air Force (31%), 'Other DoD' (18%) and IIS (9%). Customers were asked to identify their DoD Command. Air Force customers could select from five categories: ACC, AETC, AFMC, AMC and 'AF-Other'. The greatest number of Air Force customers fall under AETC (48 customers) and ACC (41 customers). The commands specified by the 64 customers who selected 'AF-Other' included PACAF, AFSPC and AFRC. Army customers could select from the eight IMA organizations based on geographic locations plus the Army Reserves. The greatest number of Army customers work under IMA Southeast and Northeast (40 customers each), followed by IMA Southwest (30) and IMA Pacific (21). The vast majority of FY04 Army customers fell into the 'Army-Other' category. The commands specified by the 83 customers who selected 'Army-Other' consisted of Army National Guard, MEDCOM, AMC and many others. There were a total of 21 Marine Corps customers and 17 Navy customers. Customers who selected 'Other DoD' specified organizations such as DLA, MDA, DODEA, DeCA and others. Joint Command customers included those from SOUTHCOM, SOCOM, EUCOM and MEPCOM.

Customers were asked to identify the primary category of service they received from the Corps organization they rated. Over half (56%) of USACE customers rated construction services; 17 percent rated environmental services, nine percent rated real estate, six percent O&M and 13 percent rated 'Other' areas of service. Customers that checked the 'Other' area of services specified services such as 'Design and construction', 'Project management', 'Design', 'Planning' or a combination of the listed service areas.

The survey included 21 of the 22 Districts who serve military customers<sup>12</sup>, TransAtlantic Center and HQUSACE. In addition a very small number of customers from non-Military Districts were included in the FY04 survey. The districts work within seven Corps Divisions. The greatest proportion of responses was received from customers served by North Atlantic and Pacific

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<sup>11</sup> Formerly known as Support for Others defined as Non-DoD & 100% reimbursable services

<sup>12</sup> NAP also serves a small number of military customers but had zero responses to its survey this year.



Ocean Divisions (19% each) and South Atlantic Division at 18 percent. Mobile and Alaska Districts had the greatest number of valid responses (90 and 59 customers respectively).

The statistical analysis of customer satisfaction ratings was conducted differently from previous years in that all responses are weighted by customer organization for each district. For example, there are 3 customer responses from California ARNG for Sacramento District. Each response is given an equal weight of 0.333. *I.e.* the assigned weight is equal to the inverse of the number of responses from an organization. In previous years each customer responses was given equal weight. The weighting scheme essentially treats the organization as the customer instead of individuals.

The general satisfaction indicators address customer relationship dynamics and general characteristics of services (such as quality, cost & timeliness). Respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High.' All but one general satisfaction item received a median score of '4' ('High'). Item 3: 'Treats Customer as a Team Member' had a median score of '5' ('Very High'). Response categories 1 ('Very Low') and 2 ('Low') were collapsed and referred to as the 'Low' category representing negative responses. Similarly, categories 4 ('High') and 5 ('Very High') were collapsed and designated the 'High' category, representing positive responses. A score of '3' may be interpreted as mid-range, average or noncommittal. The majority of responses (66 percent or more) were positive for all eleven general performance questions. The three most highly rated items in this year's survey were 'Treats You as a Team Member' rated positively by 88 percent of respondents; 'Seeks Your Requirements' (83%) and 'Displays Flexibility' rated high by 82 percent. The indices that elicited the most negative responses were 'Provides Timely Services' and 'Reasonable Costs' at ten percent each and 'Keeps You Informed' and 'Would be Your Choice for Future Services' at nine percent each.

Two of the more critical items in the survey as 'bottom line' indicators of customer satisfaction are 'Would be Your Choice for Future Services' and 'Your Overall Level of Customer Satisfaction'. With respect to the first, 76 percent of customers in the sample indicated the Corps would be their choice in the future. Conversely, a total of 9 % responded USACE would NOT be their choice for future projects and 15% were non-committal. For customers' overall level of satisfaction 79% responded positively, 8% negatively and 13% fell in the mid-range category. It is worthwhile to note that the noncommittal customers represent a critical subgroup of customers deserving attention. These customers may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps organization serving them. On the positive side, regarding 'Overall Satisfaction', the proportion of low and noncommittal customers is lower than in the previous FY.

Items 12 through 34 of the Military Program Survey solicit customers' opinions concerning 23 specific services and products. Again respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High.' All specific

services items received a median score of '4'. All ratings were weighted by customer organization. Again, ratings were collapsed into 'Low', 'Mid-range' and 'High' categories. A large number of customers left one or more items blank in this section. The average percentage of non-response was 53 percent of the sample. The proportion of the sample who did not rate a specific service ranged from as low as 19 percent on Item 18: 'Project Management Services' to a high of 91 percent on Item 16: 'BRAC'. Extremely low response rates were also found for 'Privatization Support' and 'IS Checkbook Services'.

The proportion of high ratings for the specific services items ranged from 69 to 86 percent. The top three most highly rated items were 'Environmental Compliance (86% high ratings)', 'Construction Quality' (84%), and 'End-User Satisfaction' (83%). This is the second year these services have been the highest rated. The specific services that received the lowest ratings were 'Timely Construction' at 13 percent low ratings, and 'Real Estate' and 'Warranty Support' each rated low by ten percent of respondents. These three areas of service were the lowest rated last year as well. Furthermore, 'Warranty Support' has been among the lowest rated since the inception of the survey in FY95.

Several analyses were conducted to zero in on specific customer subgroups that might be more or less satisfied than others so that management efforts may directly target the source of good or poor performance. This data provides managers a more in-depth context in which to evaluate customer ratings individually and in the aggregate. Statistical and graphic comparative analyses were conducted to examine ratings by customer group (Air Force, Army, IIS & Other DoD), primary work category (Construction, Environmental, O&M, Real Estate, & Other) and Ratings by MSC<sup>13</sup>.

The results of the analysis of ratings for the four major customer groups: Air Force, Army, Other DoD and IIS customers revealed a very consistent pattern. IIS customers are uniformly the most satisfied among the four customer groups followed by 'Other DoD' and Air Force. Army customers are consistently the least satisfied. Although in most cases these differences are not large enough to be statistically significant, Corps management should consider whether the differences are of practical significance. Statistically significant differences were found in the areas: 'Project Documents', 'Engineering Design', 'Construction Quality', 'Timely Construction', 'Construction Turnover', 'Warranty Support', and 'Maintainability'. In every case ratings provided by the Army customer group were statistically significantly lower than one or more of the other three groups.

Statistical and graphic comparisons were performed to detect any differences among the five work categories for selected satisfaction indicators and to determine whether any of these differences are statistically significant. This analysis includes only the General

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<sup>13</sup> The results of this analysis are not included in this report.

Satisfaction questions (Items 1-11) plus the Specific Services items that are applicable to all areas of work: 'Project Management' and 'Funds Management', A/E Contracts, 'Value of S&R' and 'Value of S&A'. In every case O&M or Construction customer ratings were lower than Environmental, Real Estate and/or 'Other',<sup>14</sup> customers. Furthermore, Environmental customers were consistently the most satisfied of all; O&M the least satisfied. Additionally these differences were large enough to be statistically significant at  $\alpha = .05$  for almost every satisfaction indicator. Ratings provided by the Environmental customer group were consistently significantly higher than Construction and O&M customers. Recall that Construction customers comprise 56 percent of the customer base, Environmental 17 percent and O&M six percent.

Although the Corps Military Customer Satisfaction Survey has been administered for a total of ten years, the trend analysis tracks only the past eight-years in customers' assessment of Corps performance. As stated earlier, ratings were calculated by weighting responses by organization. Customer organization data was not available for fiscal years 1996-96. The analysis juxtaposes the trend in Air Force vs. Army vs. Other customer ratings over time. The 'Other' groups represents the IIS and 'Other DoD' responses combined. This analysis summarizes up to 1,575 Air Force responses, 2,382 Army and 1,078 'Other' responses where the numbers of actual valid responses vary by item.

Results show that in general, there has been a gradual upward trend over the previous eight years of the survey for all customer groups. That is, for almost every indicator, customer satisfaction has improved since 1997. Ratings for all groups show a drop in FY03 but seem to be recovering in FY04.

Army customers' ratings display relatively stable trends, moving upward in a very consistent pattern over the first six years then showing a slight decline in FY03 (with the exception of 'Funds Mgmt'). There is a small downward spike in 'Warranty Support' in FY03. Note that Army customers' ratings are particularly low in this area already. In summary, although Army customers began as the least satisfied customer group, they are slowly but steadily becoming more satisfied with Corps services.

An unusual pattern is apparent among most satisfaction indicators for Air Force customers. The overall trends in customer ratings are difficult to definitively characterize. No survey item displays a consistent pattern (increasing/decreasing/stable) over time. Customer ratings for most items display a three-year cyclic pattern where ratings rise over the course of three years then drop significantly and begin to rise again. This pattern has occurred for two cycles over the FY97-99 and FY00-02 periods. It appears to be occurring for a third cycle as ratings fell in FY03 followed by apparent recovery in FY04. If rates increase in FY05, this will complete the third repetition of the three-year cyclic pattern. Therefore the declines in ratings occurred in FY97, FY00 and FY03. In summary, an explanation should be sought for the three-year cycling

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<sup>14</sup> Customers that checked the 'Other' area of services wrote services such as 'Project management', 'Design', 'Planning' or a combination of the listed service areas.

of ratings. Although in the aggregate Air Force Customers are as well or more satisfied than Army, during the low point in their cycle, they are notably less satisfied.

The pattern of ratings for the 'Other' customers is comparable to Army customers except that in FY00 ratings fell noticeably for almost all items. And there were more erratic or indeterminate trends in 'Other' customers' ratings over time. This may be explained by the fact that the composition of the IIS customer base is more variable. The decline in FY03 ratings for 'Other' customers is very slight compared to Air Force and Army. The exception is in the area of 'Funds Mgmt' where the decline was more noticeable. In summary mean ratings for 'Other' customers began and remain consistently higher than Air Force and Army ratings.

There were very few areas of services that display declining ratings during the most recent fiscal years. The only exceptions are 'Timely Construction' and 'PM Forward' for Air Force customers and 'Construction Turnover' for Army. Areas of service that have been problematic in the past include 'Real Estate' and 'Warranty Support'. The first because of the erratic pattern of ratings varying from high to very low over time which may imply inconsistent delivery of services. This applies only to Air Force and 'Other' customers. 'Warranty Support' has been one of the more poorly rated specific service areas. It has shown no measurable improvement since FY98. This area of service is rated lowest by Army customers at well below a mean of 4.0.

The survey was revised this year to include a blank 'explanation field beside each survey item. Survey participants were asked to provide explanations of any ratings they gave below '3'. In addition, customers were still given the opportunity to provide general comments or suggestions for improvement of Corps' services at the end of the survey. A total of 445 (71%) customers submitted comments. Of these, 203 (46%) made overall favorable comments; 82 (18%) made negative comments, 135 (30%) customers' comments contained mixed information (positive and negative statements) and 25 (6%) respondents' comments were purely informational in nature, neither positive nor negative. The two most frequently cited positive comments were 'Compliments to individuals/staff' (147 customers) and 'Overall good job' (84 customers). The two most frequent negative comments concerned 'Keeping You Informed' (52 customers) and 'Timely Service' (47 customers). The other areas of services that received a large number of comments concern 'Reasonable Costs' (39 customers), 'Timely Construction' (33), 'Engineering Design' (32) and 'Manages Effectively' (32). Two complaints that have continued to emerge as problem areas concern the quality or management of AE services and understaffing in the field/Districts. Two areas of financial management received a large number of complaints (16 customers each). They were 'Cost Accountability', especially in the area of Real Estate services and Cost estimating (design & mods). The top two most frequently cited comments (positive and negative) were the same as last year.

## **APPENDIX A**

### **Survey Instrument<sup>15</sup>**

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<sup>15</sup> The survey website may be accessed by cutting & pasting the following link into your web browser: <https://ppdscivil.usace.army.mil/hecsurv/survfrm.asp> .

### Military Programs

Section I - Customer Information

\_\_\_\_\_

[illegible][illegible]

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Please Select One

Please Select One

Please Select One ▼

If Other, Specify:

## Please Select One ▼

[illegible]

7.	Delivers products/services at a reasonable cost.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
8.	Is flexible in responding to your needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
9.	Keeps you informed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
10.	Would be your choice for future products and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
11.	Your overall level of satisfaction.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
12.	Planning (Master Planning, Annual Work Plans, Spill Contingency Plans, Mobilization Plans, A-76 Plans, etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
13.	Investigations and Inspections (Non-environmental such as Structural Inspections, GIS Surveys, Transportation Studies, etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
14.	Environmental Studies and Surveys	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
15.	Environmental Compliance and Restoration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
16.	Base Realignment and Closure Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
17.	Real Estate Services (e.g., Acquisition, Disposal, Leases, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
18.	Project Management Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
19.	Project Documentation (DD 1391, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
20.	Funds Management and Cost Accounting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
21.	Architect-Engineer Contracts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
22.	Engineering Design Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
23.	Job Order Contracts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	



24.	Construction Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
25.	Timely Completion of Construction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
26.	Construction Turnover	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
27.	Contract Warranty Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
28.	End-User Satisfaction with Facility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
29.	Maintainability of Construction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
30.	Privatization Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
31.	Installation Support (IS) direct checkbook services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
32.	PM Forward Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
33.	Value of Corps' management services during design, planning or environmental investigations (S&R).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
34.	Value of Corps' management services during construction or environmental remediation (S&A).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

### Overall Comments/Suggestions



## **APPENDIX B**

### **Customer Demographics**

**Table B-1: Air Force ‘Other’ Commands -Details**

<u>Air Force Other Cmd</u>	<u>#</u>	<u>%</u>
AFCEE	1	1.5
AFRC	9	14.1
AFSOC	4	6.3
AFSPC	13	20.3
ANG	2	3.1
ANG AK	1	1.6
HFO	1	1.6
PACAF	30	45.3
SCID	1	1.6
USAFE	3	4.7
Total	65	100.0

**Table B-2: Army ‘Other’ Commands -Details**

<u>Army Other Cmd</u>	<u>#</u>	<u>%</u>
5SIGCMD	1	1.2
ACSIM-AR	1	1.2
AEC	2	2.4
AMC	12	14.5
ANC	1	1.2
ARCENT	3	3.6
ARNG AK	1	1.2
ARNG AL	1	1.2
ARNG CA	7	8.4
ARNG FL	2	2.4
ARNG KY	1	1.2
ARNG MS	1	1.2
ARNG MT	1	1.2
ARNG TN	1	1.2
ARNG WA	1	1.2
ARNG WV	1	1.2
ATEC	3	3.6
BRAC	7	8.4
CASCOM	1	1.2
CECOM	1	1.2
CFSC	1	1.2
DECA	1	1.2
FORSCOM	3	3.6
HQDA	1	1.2
HQDA DACS	1	1.2
INSCOM	1	1.2
JMC	2	2.4
MDW	1	1.2
MEDCOM	11	13.3
MTMC	2	2.4

<u>Army Other Cmd</u>	<u>#</u>	<u>%</u>
RRMC	1	1.2
SMDC USAKA	1	1.2
SOC	1	1.2
USACE	1	1.2
USAREC	4	4.8
USARSO	1	1.2
USMA	1	1.2
Total	83	100.0

**Table B-3: Joint Commands –Details**

<u>Joint Cmds</u>	<u>#</u>	<u>%</u>
ALCOM	2	7.7
CENTCOM	2	7.7
EUCOM	2	7.7
JFCOM	3	11.5
MEPCOM	4	15.4
ODC	1	3.8
PACOM	1	3.8
SOC	2	7.7
SOCOM	4	15.4
SOUTHCOM	5	19.2
Total	26	100.0

**Table B-4: ‘Other DoD’ Commands -Details**

<u>Other DoD</u>	<u>#</u>	<u>%</u>
DCMA	1	2.0
DECA	2	4.1
DFAS	2	4.1
DIA	1	2.0
DISA	2	4.1
DLA	21	42.9
DODEA	5	10.2
DTRA	2	4.1
MDA	5	10.2
NDU	4	8.2
NSA	2	4.1
SOAR	1	2.0
USACE	1	2.0
Total	49	100.0

**Table B-5: Work Category ‘Other’**

<u>'Other' Work</u>	<u>#</u>	<u>%</u>
AE Designs	1	1.3
AE Services	1	1.3
Agriculture outleases	1	1.3
All Services	3	3.8
Awarding Construction Contracts	1	1.3
Chem/Bio Defense Evaluation	1	1.3
Construction Management	1	1.3
Construction Quality Control	1	1.3
Contracting Support	2	2.5
Env, RFP for construction	1	1.3
DD1391 Programming Documents	1	1.3
Design & Construction	10	12.7
Design services	2	2.5
Design, Constr Mgmt & Environ Compliance	1	1.3
Design/contract mgmt	1	1.3
DLA MILCON & SRM	1	1.3
Engineering Support	1	1.3
FFR Program Mgmt, design/build	1	1.3
Fuel Fac Engineering (Design and Constr)	1	1.3
Fuel Facility Evaluations, Mainten & Repair	1	1.3
Funding and Contracts	1	1.3
G-4	1	1.3
HVAC Design (EFU)	1	1.3
Info re: status of DLA and JFIP projects	1	1.3
Iraq support	1	1.3
JFIP Project Management	1	1.3
Maintenance, Repair and Environmental	1	1.3
Master Planning	1	1.3
Multiple Services	1	1.3
O&M + construct + real estate	1	1.3
Outgrants Appraisals	1	1.3
PAVER Report	1	1.3
Planning	1	1.3
Planning & Design	1	1.3
PM, Engineering Design and Construction	1	1.3
Program Management	1	1.3
Project Development and Management	1	1.3
Project Management	2	2.5
Project/MILCON Planning	1	1.3
Range Design and Construction	1	1.3
Reachback	1	1.3
Real Estate and Environmental Restoration	1	1.3
Recon-type study	1	1.3

<u>'Other' Work</u>	<u>#</u>	<u>%</u>
Recruiting	1	1.3
Regiment Engineer	1	1.3
Restoration Program	1	1.3
SACO project	1	1.3
Summary Dev. Plan Study	1	1.3
Support for US Marine Corps	1	1.3
Support Services	1	1.3
Training Land Maintenance	1	1.3
Unspecified	14	17.7
Total	79	100.0

**Table B-6: List of Customer Organizations FY04**

<u>Customer Organization</u>	<u>#</u>	<u>%</u>
160 SOAR	1	0.2
22 ASG, Caserma Ederle	1	0.2
233 BSB, Darmstadt, Germany	1	0.2
282 BSB	1	0.2
293d BSB	1	0.2
411 BSB, Heidelberg	1	0.2
5 Signal Cmd	1	0.2
6 ASG	1	0.2
7 Army Training Cmd	2	0.3
8 USA ACoS	1	0.2
98 ASG	2	0.3
Aberdeen Proving Ground	2	0.3
ACC	1	0.2
ACC, 12 AF	2	0.3
ACC, 27 CES	1	0.2
ACSIM, ARD	6	1.0
AEC, SFIM	1	0.2
AF Reserves	4	0.6
AF Reserves, 911 Airlift Wing	1	0.2
AF Reserves, 914 Airlift Wing	1	0.2
AF Reserves, 939 ARW	1	0.2
AF Reserves, Recruiting Cmd	1	0.2
AFMC, Mesa	1	0.2
AFOSI	1	0.2
Air Natl Guard, AK	1	0.2
Air Natl Guard, Andrews AFB	1	0.2
Alabama Emergency Mgmt	1	0.2
Altus AFB	3	0.5
American Embassy Ankara	1	0.2
Anniston Army Depot	2	0.3
APG, DIO	2	0.3
ARCENT	1	0.2
ARCENT, Qatar	1	0.2
Architect of the Capitol	1	0.2
Arlington Natl Cemetery	1	0.2
Army Alaska, RAK	1	0.2
Army Center of Excellence Subsistence	1	0.2
Army Environmental Ctr	1	0.2
Army Garrison, Alaska	2	0.3
Army Garrison, Hawaii	2	0.3
Army Garrison, Miami	1	0.2
Army Garrison, Michigan	2	0.3
Army Garrison, West Point	1	0.2

<u>Customer Organization</u>	<u>#</u>	<u>%</u>
Army Natl Guard, AK	3	0.5
Army Natl Guard, CA	7	1.1
Army Natl Guard, FL	3	0.5
Army Natl Guard, KY	1	0.2
Army Natl Guard, MS	1	0.2
Army Natl Guard, MT	1	0.2
Army Natl Guard, TN	1	0.2
Army Natl Guard, WA	1	0.2
Army Natl Guard, WV	1	0.2
Army Recruiting Cmd	4	0.6
Army Reserves	7	1.1
Army Soldier Systems Center	1	0.2
Arnold AFB	3	0.5
ASAG, APG	1	0.2
Aviano AB	1	0.2
Beale AFB	1	0.2
Blue Grass Army Depot	2	0.3
BRAC	1	0.2
BRAC NCR Field Office	1	0.2
BRAC, Atlanta Field Office	1	0.2
BRAC, Calibre	1	0.2
Brooks AFB, HFO	1	0.2
Brooks AFB, AFCEE	1	0.2
Buckley AFB	1	0.2
Camp Casey	1	0.2
Camp Shelby, 3rd-87th	1	0.2
Camp Smith, USPACOM	1	0.2
Camp Zama	3	0.5
Cannon AFB	1	0.2
Carlisle Barracks	3	0.5
CENTCOM	1	0.2
CENTCOM, Egypt	1	0.2
CENTCOM, SOCCENT	1	0.2
CFSC (Community & Family Support Ctr)	1	0.2
City of Benecia, CA	1	0.2
Clear AFS	1	0.2
CNMI Governor's Office	1	0.2
Coast Guard, Miami	1	0.2
Coast Guard, Alaska	1	0.2
Cold Regions Test Center, ATEC	1	0.2
Columbus AFB	1	0.2
County of Kauai, Eng Div	1	0.2
DACS	1	0.2
DEA	2	0.3
Defense Commissary Agency	3	0.5

<u>Customer Organization</u>	<u>#</u>	<u>%</u>
Defense Intelligence Agency	1	0.2
Dept of Commerce, NOAA	3	0.5
Dept of Energy, Los Alamos Lab	1	0.2
Dept of Energy, Nat'l Nuclear Sec Admin	1	0.2
Dept of Homeland Security	6	1.0
Dept of Interior	1	0.2
Deseret Chemical Depot	1	0.2
DFAS	2	0.3
DISA	2	0.3
DLA	20	3.2
Dobbins AFB, AFRC	1	0.2
DoDEA	5	0.8
DTRA	1	0.2
Dugway Proving Ground	1	0.2
Dyess AFB	5	0.8
Eglin AFB	5	0.8
Eielson AFB	4	0.6
Elmendorf AFB	14	2.2
EPA	16	2.6
EUCOM	1	0.2
EUCOM, Stuttgart J4 Eng	1	0.2
Fairchild AFB, JFCOM, JPRA	2	0.3
FBI	1	0.2
FBIS Okinawa Bureau	1	0.2
Federal Aviation Adm	1	0.2
Ft AP Hill	1	0.2
Ft Belvoir	1	0.2
Ft Belvoir, DTRA	1	0.2
Ft Bliss	1	0.2
Ft Bragg	4	0.6
Ft Bragg, SOCOM	3	0.5
Ft Buchanan	1	0.2
Ft Campbell	5	0.8
Ft Carson	2	0.3
Ft Carson, DECAM	2	0.3
Ft Detrick	4	0.6
Ft Drum	2	0.3
Ft Eustis	2	0.3
Ft Greely, Site Activation Cmd	1	0.2
Ft Hamilton	1	0.2
Ft Hood	3	0.5
Ft Irwin & NTC	1	0.2
Ft Jackson	2	0.3
Ft Knox	2	0.3
Ft Knox, USAARMC	1	0.2



<u>Customer Organization</u>	<u>#</u>	<u>%</u>
Ft Leavenworth	1	0.2
Ft Lee	6	1.0
Ft Leonard Wood	2	0.3
Ft Lewis, DPTMS Range Div	1	0.2
Ft McClellan	1	0.2
Ft Meade	1	0.2
Ft Monroe	5	0.8
Ft Myer	2	0.3
Ft Polk	7	1.1
Ft Richardson	4	0.6
Ft Riley	1	0.2
Ft Rucker	6	1.0
Ft Sam Houston	2	0.3
Ft Shafter, PARO	1	0.2
Ft Sill	8	1.3
Ft Wainwright	3	0.5
Garmisch AST	1	0.2
Gen Mitchell IAP-ARS	1	0.2
Goodfellow AFB	1	0.2
GSA	2	0.3
Hanscom AFB	1	0.2
Hawthorne Army Depot	1	0.2
HFPO, Alaska	1	0.2
HI Dept of Agriculture	1	0.2
HI Dept of Transportation	1	0.2
HI Harbors Division	1	0.2
Hickam AFB	7	1.1
Hill AFB	3	0.5
Holloman AFB	1	0.2
Holocaust Memorial Museum	1	0.2
Holston AAP	2	0.3
Hurlburt Field	3	0.5
IMA, EURO	5	0.8
IMA, KERO	4	0.6
IMA, NERO	1	0.2
IMA, NWRO	1	0.2
IMA, PARO	1	0.2
IMA, SERO	2	0.3
IMA, SWRO	1	0.2
Incirlik AB	1	0.2
Indiana AAP	1	0.2
INSCOM	1	0.2
Iowa AAP	3	0.5
Jefferson Proving Ground	1	0.2
JFCOM, JPRA	1	0.2

<u>Customer Organization</u>	<u>#</u>	<u>%</u>
JMC	1	0.2
Joint Forces Staff College	2	0.3
Kadena AB	3	0.5
Keesler AFB	1	0.2
Kirkland AFB	3	0.5
Kunsan AB	1	0.2
Lackland AFB	1	0.2
Langley AFB	13	2.1
Laughlin AFB	1	0.2
Lima Army Tank Plant	1	0.2
Little Rock AFB	2	0.3
MacDill AFB	2	0.3
Malmstrom AFB	1	0.2
Marine Corps Logistics Base GA	1	0.2
Marine Corps Logistics Base, Barstow	1	0.2
Marine Corps Recruiting, San Diego	1	0.2
Marine Corps, 12 MCD RS	1	0.2
Marine Corps, Base HI	2	0.3
Marine Corps, BeauFt	1	0.2
Marine Corps, Camp Butler	3	0.5
Marine Corps, Camp Fuji	1	0.2
Marine Corps, Camp Smith, MARCENT	1	0.2
Marine Corps, Forces Korea	1	0.2
Marine Corps, Iwakuni	2	0.3
Marine Corps, Recruiting Station	3	0.5
Marine Corps, Yuma	2	0.3
Marine Corps, 12th MCD	1	0.2
Maxwell AFB	2	0.3
McAlester AAP	3	0.5
McChord AFB	4	0.6
McConnell AFB	1	0.2
McGuire AFB	2	0.3
MDA (Missile Defense Agency)	4	0.6
MDW, JFHQ-NCR	1	0.2
MEDCOM	8	1.3
MEPCOM	4	0.6
Milan AAP	2	0.3
Military Ocean Terminal, Sunny Point	1	0.2
Minot AFB	1	0.2
Misawa AB	1	0.2
Mississippi AAP	1	0.2
Moody AFB	3	0.5
Mountain Home AFB	2	0.3
Narcotics Affairs Section, Colombia	1	0.2
NASA, Stennis Space Center	1	0.2

<u>Customer Organization</u>	<u>#</u>	<u>%</u>
National Defense University	2	0.3
National Park Service	1	0.2
Navajo Abandoned Mine Lands Program	1	0.2
Navy Recruiting, Seattle	3	0.5
Navy, AIR 1.4	1	0.2
Navy, Atlantic Facilities Engineering Cmd	1	0.2
Navy, Aviation Depot North Island	1	0.2
Navy, COMUSNAVSO	1	0.2
Navy, Egyptian E-2C Program	1	0.2
Navy, Fleet Activities, Sasebo	1	0.2
Navy, NAF Atsugi	3	0.5
Navy, Naval Forces Korea	1	0.2
Navy, Naval Hospital Okinawa	1	0.2
Navy, NAVFACFE	1	0.2
Navy, PEO(T) PMA-231	1	0.2
NCR Field Office	1	0.2
Nellis AFB	2	0.3
New Boston AFS	1	0.2
Newport Chemical Depot	1	0.2
Nike Missile Battery (Former)	1	0.2
Non-Stockpile Materiel	1	0.2
NSA	3	0.5
NWRO	1	0.2
NYC Dept of Transportation	1	0.2
ODC Turkey	1	0.2
Off of Defense Cooperation Uruguay	1	0.2
Offutt AFB	2	0.3
Osan AB	1	0.2
Peterson AFB	8	1.3
Picatinny Arsenal	2	0.3
Pine Bluff Arsenal	2	0.3
Pope AFB	2	0.3
Pueblo Chemical Depot	1	0.2
Radford AAP	1	0.2
Ramstein AB	1	0.2
Randolph AFB	22	3.5
Ravenna AAP	1	0.2
Redstone Arsenal	2	0.3
Robins AFB	2	0.3
RRMC	1	0.2
Savanna Army Depot	2	0.3
Scott AFB	5	0.8
Seymour Johnson AFB	2	0.3
Shaw AFB	2	0.3
Sheppard AFB	5	0.8

<u>Customer Organization</u>	<u>#</u>	<u>%</u>
Sierra and Sacramento Army Depots	1	0.2
Sierra Army Depot	1	0.2
SMDC, USAKA	1	0.2
SOCOM	4	0.6
Soto Cano AB	1	0.2
SOUTHCOM	2	0.3
TACOM	3	0.5
Thule AB	1	0.2
Tinker AFB	1	0.2
Tobyhanna Army Depot	1	0.2
Tooele Army Depot	2	0.3
Tulalip Tribes of WA	1	0.2
Tyndall AFB	2	0.3
US Military Academy, West Point	1	0.2
US Mint	1	0.2
USACE	3	0.5
USAID, Colombia	1	0.2
USAID, El Salvador	2	0.3
USAID, Honduras	1	0.2
USAREUR	1	0.2
USARSO	1	0.2
USASA Area III (Humphreys)	1	0.2
USMILGP, El Salvador	1	0.2
Vance AFB	4	0.6
Volunteer AAP	2	0.3
Walter Reed Army Medical Center	1	0.2
Watervliet Arsenal	1	0.2
White Mountain Apache Tribe	1	0.2
White Sands Missile Range	3	0.5
Whiteman AFB	1	0.2
Wright Patterson AFB	8	1.3
Yokota AB	2	0.3
Yuma Proving Ground	1	0.2
Total	626	100.0

# **APPENDIX C**

## **Statistical Details**

**Table C-1: General Satisfaction Items – Details**

	Very Low		Low		Mid-range		High		Very High		Total	
	#	%	#	%	#	%	#	%	#	%	#	%
General Services Items	6	1.6	14	3.7	45	11.7	143	37.3	175	45.7	383	100.0
S1 Seeks Your Requirements	11	2.8	18	4.7	60	15.5	139	35.9	159	41.1	387	100.0
S2 Manages Effectively	12	3.1	8	2.1	27	7.0	110	28.4	230	59.4	387	100.0
S3 Treats You as a Team Member	11	2.8	18	4.6	48	12.4	143	36.9	168	43.3	388	100.0
S4 Resolves Your Concerns	16	4.1	21	5.4	73	18.9	135	34.9	142	36.7	387	100.0
S5 Timely Service	11	2.9	11	2.9	47	12.2	129	33.6	186	48.4	384	100.0
S6 Quality Product	12	3.3	24	6.5	88	23.9	149	40.5	95	25.8	368	100.0
S7 Reasonable Costs	14	3.6	12	3.1	45	11.7	128	33.2	186	48.3	385	100.0
S8 Displays Flexibility	18	4.7	15	3.9	47	12.2	114	29.5	192	49.7	386	100.0
S9 Keeps You Informed	17	4.5	15	4.0	57	15.1	123	32.6	165	43.8	377	100.0
S10 Your Future Choice	13	3.4	17	4.4	50	13.0	144	37.5	160	41.7	384	100.0
S11 Overall Satisfaction												

**Table C-2: Specific Services Items– Details**

	Very Low		Low		Mid-range		High		Very High		Total	
	#	%	#	%	#	%	#	%	#	%	#	%
Specific Services Items	2	1.2	5	2.9	35	20.5	64	37.4	65	38.0	171	100.0
S12 Planning	3	2.0	9	6.1	20	13.5	61	41.2	55	37.2	148	100.0
S13 Studies (Non-Environ)	2	1.4	7	4.8	17	11.6	58	39.5	63	42.9	147	100.0
S14 Environmental Studies	2	1.5	5	3.7	13	9.6	55	40.4	61	44.9	136	100.0
S15 Environmental Compliance	0	0.0	2	4.8	9	21.4	11	26.2	20	47.6	42	100.0
S16 BRAC	7	5.2	6	4.4	22	16.3	50	37.0	50	37.0	135	100.0
S17 Real Estate	9	2.8	12	3.8	40	12.6	118	37.2	138	43.5	317	100.0
S18 Project Management	4	2.0	4	2.0	34	16.7	72	35.3	90	44.1	204	100.0
S19 Project Documentation	7	2.7	13	5.1	42	16.3	110	42.8	85	33.1	257	100.0
S20 Funds Management	4	1.6	8	3.3	36	14.8	106	43.6	89	36.6	243	100.0
S21 A/E Contracts	4	1.5	13	5.0	46	17.6	124	47.3	75	28.6	262	100.0
S22 Engineering Design	3	2.5	6	5.0	18	15.1	50	42.0	42	35.3	119	100.0
S23 Job Order Contracts	4	1.5	7	2.6	33	12.3	122	45.4	103	38.3	269	100.0
S24 Construction Quality	15	5.6	19	7.1	49	18.4	108	40.6	75	28.2	266	100.0
S25 Timely Construction	5	2.1	14	5.9	34	14.2	114	47.7	72	30.1	239	100.0
S26 Construction Turnover	5	2.4	15	7.2	43	20.7	80	38.5	65	31.3	208	100.0
S27 Warranty Support	3	1.2	7	2.7	35	13.6	126	48.8	87	33.7	258	100.0
S28 End-user Satisfaction	3	1.3	4	1.8	35	15.6	112	49.8	71	31.6	225	100.0
S29 Maintainability	1	2.5	2	5.0	7	17.5	12	30.0	18	45.0	40	100.0
S30 Privatization Support	0	0.0	2	5.3	7	18.4	15	39.5	14	36.8	38	100.0
S31 IS Checkbook	3	2.8	2	1.9	15	14.0	42	39.3	45	42.1	107	100.0
S32 PM Forward	2	0.8	13	5.0	43	16.5	98	37.5	105	40.2	261	100.0
S33 Value of S & R	8	3.3	9	3.7	36	14.8	93	38.3	97	39.9	243	100.0
S34 Value of S & A												

**Table C-3: Mean Satisfaction Scores by Customer Group**

Item	Air Force		Army		Other DoD		IIS		Total	
	Mean	n	Mean	n	Mean	n	Mean	n	Mean	n
S1 Seeks Your Requirements	4.19	107	4.21	155	4.22	79	4.33	42	4.22	383
S2 Manages Effectively	4.08	110	4.03	156	4.11	80	4.20	41	4.08	387
S3 Treats You as Team	4.36	109	4.35	157	4.52	79	4.40	42	4.39	387
S4 Resolves Your Concerns	4.13	110	4.08	157	4.19	79	4.18	42	4.13	388
S5 Timely Service	3.93	111	3.88	155	4.11	79	3.92	42	3.95	387
S6 Quality Product	4.24	107	4.14	156	4.29	79	4.29	41	4.22	384
S7 Reasonable Cost	3.89	104	3.62	151	3.95	74	3.87	39	3.79	368
S8 Flexibility	4.23	108	4.15	157	4.24	78	4.25	41	4.20	384
S9 Keeps You Informed	4.13	110	4.11	156	4.23	79	4.25	42	4.15	387
S10 Your Future Choice	4.02	107	4.03	152	4.14	78	4.25	38	4.07	376
S11 Overall Satisfaction	4.07	108	4.03	155	4.20	79	4.19	42	4.09	384
S12 Planning	4.18	40	3.99	79	4.20	31	4.04	21	4.08	171
S13 Studies (Non-Envir)	3.90	33	3.92	73	4.32	21	4.47	22	4.05	148
S14 Environmental Studies	4.17	26	4.12	79	4.37	20	4.25	22	4.18	147
S15 Environmental Compliance	4.30	25	4.21	72	4.34	16	4.26	21	4.25	134
S17 Real Estate	4.02	30	3.86	81	4.23	17	4.36	6	3.97	135
S18 Project Mgmt	4.17	88	4.05	127	4.25	66	4.22	36	4.14	317
S19 Project Doc's	4.32	47	3.97	86	4.41	43	4.20	27	4.18	203
S20 Funds Mgmt	3.95	70	3.91	107	4.18	50	4.07	31	3.99	257
S21 A/E Contracts	4.14	77	3.93	96	4.25	49	4.43	21	4.10	243
S22 Engineering Design	4.00	83	3.72	104	4.22	52	4.40	23	3.97	262
S23 Job Order Contracts	4.03	27	3.94	52	4.17	26	4.07	14	4.03	119
S24 Construction Quality	4.17	86	3.99	99	4.25	61	4.61	24	4.16	270
S25 Timely Construction	3.67	85	3.66	98	4.00	60	4.26	23	3.79	266
S26 Construction Turnover	4.12	82	3.75	87	4.02	56	4.53	13	3.98	238
S27 Warranty	3.96	66	3.63	75	4.12	50	4.11	17	3.89	208
S28 End-user Satisfaction	4.16	81	3.97	98	4.20	60	4.37	19	4.11	259
S29 Maintainability	4.20	71	3.85	82	4.16	55	4.53	17	4.08	226
S33 S & R	4.09	64	4.00	107	4.24	57	4.26	33	4.11	261
S34 S & A	3.97	63	4.00	98	4.17	51	4.34	31	4.07	244

**Table C-4: Mean Satisfaction Scores by Work Category FY04**

Item	Construct		Environ		O&M		Real Estate		Other		Total	
	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N
S1 Seeks Your Reqts	4.14	211	4.45	62	4.01	23	4.32	34	4.30	53	4.22	383
S2 Manages Effectively	3.97	213	4.39	62	3.66	23	4.26	34	4.18	55	4.08	387
S3 Treats You as Team	4.31	213	4.54	62	4.12	23	4.47	35	4.59	55	4.39	387
S4 Resolves Your Concerns	4.02	214	4.45	61	3.60	23	4.44	35	4.19	55	4.13	388
S5 Timely Service	3.83	214	4.21	61	3.60	23	4.12	35	4.13	55	3.95	387
S6 Quality Product	4.12	212	4.43	62	3.89	23	4.54	35	4.28	53	4.22	384
S7 Reasonable Cost	3.70	205	4.06	60	3.22	23	4.19	30	3.87	50	3.79	368
S8 Flexibility	4.14	212	4.45	62	3.74	23	4.34	33	4.29	54	4.20	384
S9 Keeps You Informed	4.10	214	4.42	63	3.83	23	4.19	33	4.20	55	4.15	387
S10 Your Future Choice	3.98	208	4.29	61	3.60	23	4.50	32	4.13	52	4.07	376
S11 Overall Satisfaction	3.99	210	4.39	62	3.62	23	4.39	35	4.19	55	4.09	384
S18 Project Mgmt	4.10	193	4.27	51	3.76	21	4.82	10	4.21	43	4.14	317
S20 Funds Mgmt	3.88	147	4.20	48	3.67	16	4.37	11	4.19	35	3.99	257
S21 A/E Contracts	4.05	161	4.53	31	3.69	18	4.33	3	4.17	29	4.10	243
S33 S & R	4.09	165	4.20	32	3.63	19	4.85	7	4.22	39	4.11	261
S34 S & A	4.05	160	4.30	29	3.59	17	4.67	6	4.09	32	4.07	244

**Table C-5: FY97-04 Responses by Division & Survey Year**

MSC	FY95	FY96	FY97	FY98	FY99	FY00	FY01	FY02	FY03	Total
LRD	17	35	57	25	57	25	19	34	47	316
MVD	0	0	0	0	5	0	0	0	4	9
NAD	74	99	178	161	154	119	75	112	103	1075
NWD	121	58	104	108	124	150	162	110	102	1039
POD	47	56	79	98	109	84	92	60	96	721
SAD	65	58	87	78	95	75	90	108	91	747
SPD	35	26	47	58	69	72	15	57	23	402
SWD	52	32	55	54	72	48	50	79	72	514
HQ	79	88	119	81	53	14	5	3	11	453
Total	490	452	726	663	738	587	508	563	549	5276



**Table C-6: FY97-04 Responses by District & Survey Year**

District	FY97	FY98	FY99	FY00	FY01	FY02	FY03	FY04	Total
LRE	0	0	0	0	0	0	0	1	1
LRL	57	25	57	25	19	34	44	45	306
LRP	0	0	0	0	0	0	3	0	3
MVN	0	0	0	0	0	0	2	0	2
MVR	0	0	1	0	0	0	1	0	2
MVS	0	0	0	0	0	0	1	0	1
MVP	0	0	4	0	0	0	0	0	4
NAB	36	52	30	20	32	43	29	32	274
NAN	17	13	15	20	15	6	8	18	112
NAO	35	34	38	37	18	12	18	29	221
NAP	5	9	1	1	0	0	0	0	16
NAE	0	0	0	1	6	14	9	7	37
NAU	85	53	70	40	3	37	39	28	355
NWK	17	4	14	6	10	6	10	7	74
NWO	26	23	26	67	68	63	52	43	368
NWS	61	81	84	77	84	41	43	42	513
POA	22	32	18	9	32	19	48	59	239
POF	17	13	32	12	18	14	14	13	133
POH	15	20	27	36	16	6	11	15	146
POJ	25	33	32	27	24	21	23	25	210
SAJ	0	0	0	0	0	0	1	1	2
SAM	38	37	47	47	50	78	65	90	452
SAS	49	41	48	28	40	30	26	20	282
SPA	20	15	17	14	3	8	6	7	90
SPL	15	21	18	26	8	8	7	10	113
SPK	12	22	34	32	3	41	9	30	183
SPN	0	0	0	0	0	0	1	0	1
SWF	30	36	47	28	13	39	38	39	270
SWL	13	9	10	11	9	7	4	7	70
SWT	12	9	15	9	28	33	30	35	171
TAC	0	32	7	4	13	8	11	21	96
Total	607	614	692	577	512	568	553	624	4747

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